



# *City of* Springfield, Missouri Adopted Annual Budget



Fiscal Year 2011-2012



## **MISSION**

The people of our community are the only  
reason we are here.  
Therefore,

We are committed to  
**WORKING WITH THE COMMUNITY**  
to provide ethical and responsible local government  
so that everyone can enjoy the benefits  
of living and working in Springfield.

We will achieve this through:

**Integrity and Pride of Service**  
in everything we say and do, and with dedication to quality.

**Cooperating and Communication**  
with one another and with citizens to ensure open government,  
and open management with no surprises.

**Continuous Improvement of Services**  
through cost-effective utilization of,  
people, materials, equipment and technology.

**Leadership and Knowledge**  
through staff training and development.

**Innovation**  
in how we meet present and future needs of our city.



**CITY OF SPRINGFIELD, MISSOURI**

# **ANNUAL OPERATING BUDGET**

**JULY 1, 2011—JUNE 30, 2012**

**PREPARED BY THE DEPARTMENT OF FINANCE**

**Mary Mannix Decker, Director of Finance**

**Teresa Allen, Financial Analyst**

**Jennifer Severson, Financial Analyst**



**“Working with the Community”**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Springfield  
Missouri**

For the Fiscal Year Beginning

**July 1, 2010**



President

Executive Director



**“Working with the Community”**



# Municipal Officials

---

## Mayor:

James E. O'Neal

## City Council:

Nick Ibarra  
Cindy Rushefsky  
Jerry Compton  
Scott Bailes  
Bob Stephens  
John Rush  
Doug Burlison  
Thomas Bieker

Zone 1  
Zone 2  
Zone 3  
Zone 4  
General (A)  
General (B)  
General (C)  
General (D)

## City Officials:

Greg Burris  
Fred Marty  
Collin Quigley  
Dan Wichmer  
Brenda Cirtin  
Phil Broyles  
Steve Meyer  
Kevin Gipson  
Mary Mannix Decker  
Paul Williams  
David Hall  
Jodie Adams  
Sheila Maerz  
Jeff Coiner  
Ralph Rognstad  
Mike Brothers  
Vince Crunk  
Shawn Schroeder  
William Dowling  
Chris Straw  
Todd Thornhill  
Jerry Berger  
Becky Jungmann

City Manager  
Deputy City Manager  
Assistant City Manager  
City Attorney  
City Clerk  
Director of Public Works  
Director of Environmental Services  
Director of Public Health and Welfare  
Director of Finance  
Chief of Police  
Fire Chief  
Director of Parks and Recreation  
Director of Human Resources  
Director of Information Systems  
Director of Planning and Development  
Co-Interim Director of Public Information  
Co-Interim Director of Public Information  
Interim Director of Aviation  
Director of Workforce Development  
Director of Building Development Services  
Chief Municipal Judge  
Director of Art Museum  
Director of Emergency Communications

# Table of Contents

---

<b>BUDGET MESSAGE .....</b>	<b>1-7</b>
<b>CITY ORGANIZATIONAL CHART .....</b>	<b>9</b>
<b>COMMUNITY PROFILE .....</b>	<b>11-15</b>
<b>BUDGET SUMMARY .....</b>	<b>17</b>
A Guide to Using this Document.....	19
All Funds Groups – Revenue Comparison from Previous Years.....	23
All Funds Groups – Appropriation Comparison from Previous Years .....	25
Fund Structure & Relationship Between Fund Types .....	27-29
Schedule of Revenues.....	32-33
Revenue Projections .....	34-36
Summary of Expenditures and Appropriations .....	42-43
Schedule of Projected Changes in Fund Balance .....	44-45
Financial Policies .....	47-51
Debt Service Policy .....	54-57
Debt Service Requirements .....	58-59
Positions by Fund.....	61-80
Budget Process .....	83
Budget Preparation Schedule .....	84
Budget Policies .....	85
Overview of General Fund Budget .....	86
General Operating Funds – Revenue Comparison from Previous Years .....	87
General Operating Funds – Appropriation Comparison from Previous Years .....	89
<b>BENCHMARKS .....</b>	<b>91</b>
General Fund Sales Tax Receipts .....	95
Total Sales Tax Rate .....	97
Sales Tax Revenue Per Capita .....	99
Budgeted FTE's Per 1,000 Population – Comparisons by Year .....	103
Police Protection.....	107-111
Fire Protection .....	113-117
Worker's Compensation .....	121
<b>DEPARTMENTAL SUMMARIES .....</b>	<b>123</b>
<b>GENERAL FUND .....</b>	<b>125</b>
Building Development Services .....	126
City Attorney/Prosecution .....	127
City Clerk.....	128-129
City Manager .....	130-131
Finance.....	132-134
Fire .....	135-139
Human Resources .....	140-142
Information Systems.....	144-145
Mayor and City Council.....	147
Municipal Court .....	148-149



# Table of Contents

---

Non-Departmental .....	150-151
Ozark Greenways .....	153
Planning and Development .....	154-155
Police .....	156-157
Public Information .....	158-159
Public Works .....	160-161
Watershed Committee of the Ozarks .....	162
<b>SPECIAL REVENUE FUNDS .....</b>	<b>163</b>
Art Museum .....	164-165
Convention and Visitors Bureau .....	166
Emergency Communications .....	168-169
Hotel/Motel Tax .....	170
Law Enforcement Sales Tax .....	171
Miscellaneous Special Revenue .....	172
Police Special Revenue .....	173
Public Health .....	174-176
Public Parks .....	178-179
Public Parks City/County Wide Sales Tax .....	180-181
Public Works Transportation .....	182-184
Road and Bridge Maintenance .....	185
Telecable .....	186-187
<b>GRANT FUNDS .....</b>	<b>189</b>
Community Development Block Grant .....	190
Fire Department Grants .....	191
Home Investment Partnership Program .....	192
Parks Grants .....	193
Planning and Development Grants .....	194
Police Grants .....	195
Public Health Grants .....	196
WIC Program .....	197
Workforce Development .....	198-200
<b>CAPITAL PROJECTS FUNDS .....</b>	<b>201</b>
Summary of Expenditures & Appropriations .....	203
Capital Projects Policies .....	204-208
Summary of Non-Routine Capital Expenditures .....	209-217
<b>ENTERPRISE FUNDS .....</b>	<b>219</b>
Airport .....	221
Golf .....	222-223
Clean Water Services .....	224-226
Solid Waste .....	227-229
<b>INTERNAL SERVICE FUNDS .....</b>	<b>231</b>
Print Shop .....	232-233
Self-Insurance Fund .....	234-235
Service Center .....	236-237
<b>APPENDIX .....</b>	<b>239</b>
Departmental Org Charts .....	240-261
Glossary .....	262-264



**“Working with the Community”**





July 1, 2011

TO: Mayor James E. O'Neal and Members of City Council

RE: Fiscal Year 2012 Operating Budget

During the last two years, the nation has experienced one of the most severe economic downturns in recent history. This recession impacted Springfield more severely than past recessions. The City's sales tax revenue declined 7.6% in FY 2010, unemployment in the Springfield Metropolitan Statistical Area (MSA) exceeded 9% and we had to make some difficult budget decisions in order to balance the budget. Despite these challenges, in FY 2010 we were able to deliver balanced operating results in the General Fund, and we did not draw on reserve funds, nor rely on one-time funds, to balance the budget. As I look forward to FY 2012, the City's revenue is showing signs of recovery; however, it has been slower than anticipated. The FY 2012 budget is based on moderate growth in revenue and expenditures. I continue to believe expense management is critical to the financial sustainability in the future as we continue to face economic uncertainty.

#### ECONOMIC OUTLOOK

The Springfield MSA is showing signs of economic recovery. Sales tax revenue, the City's primary source of revenue, is an indicator that we closely monitor. Tax revenue started a downward trend in November 2008; this trend continued throughout the end of the FY 2010 fiscal year. Sales tax revenue for fiscal year 2010 was 7.6% lower than FY 2009. Beginning in July 2010, the start of the current fiscal year, the City started to experience an upturn in sales tax revenue. Although monthly sales tax receipts have been very volatile, on a year-to-date basis, sales tax revenue to date is 1.70% higher than this same period last year. This is slightly better than the national growth in consumer spending. Property values in Springfield have remained stable. The assessed value in 2010 increased 2.4% compared to 2009. The results of the 2010 census show the Springfield metropolitan area grew 15% over the past decade, over twice the 7% rate of growth for the State of Missouri during that same time period. Southwest Missouri continues to be the fastest-growing portion of the state. Springfield is still the major economic center in the region. This growth, along with the strength of the medical and higher education sectors, contributes to our economic stability and will provide a stable tax base for the City during the forthcoming year.

The medical and higher education sectors are both strong contributors to Springfield's economic stability. Springfield is home to two major hospitals, St John's Mercy and CoxHealth. Both hospitals are ranked in the top 100 of all integrated health networks in the country. St. John's Hospital recently broke ground on a \$105 million, 157,200-square-foot orthopedic hospital in south Springfield. In September 2010, CoxHealth opened a new 78,000-square-foot emergency room. The new emergency room has some of the nation's most sophisticated technology and state-of-the-art disaster management facilities.

#### **OFFICE OF THE CITY MANAGER**

840 Boonville Avenue, P.O. Box 8368 Springfield, Missouri 65801-8368  
phone: (417) 864-1000 fax: (417) 864-1912  
homepage: [www.springfieldmo.gov](http://www.springfieldmo.gov) e-mail: [city@springfieldmo.gov](mailto:city@springfieldmo.gov)

The City's higher education institutions are also continuing to add facilities. In October 2010, Drury University opened the O'Reilly Family Event Center, a 3,100-seat event center. Missouri State University recently announced a \$5.5 million expansion of the Darr Agricultural Center located in southwest Springfield. The expansion will include a learning center, laboratories and a conference center. A new University Recreation Center on the Missouri State University Campus is expected to open in the fall of 2011. The Center is approximately 100,000 square feet and includes a fitness center, an indoor jogging track, basketball courts, a rock climbing wall, and a 7,000-square foot pool.

Several Springfield businesses have recently announced expansions that will add facilities and new jobs to the community. Performance Food Service Roma will add 35,000 square feet to their existing distribution facility. This expansion will add 50 new jobs. John Deere Reman recently finalized plans to construct a new facility in the Springfield MSA. This 275,000-square-foot facility will enable the growth of John Deere's remanufacturing businesses and will add 55 new jobs. These expansions, along with the new jobs created with the opening of the St. John's orthopedic hospital, are expected to add a total of 350 new jobs to the community. Wages for these new jobs will be above the average wage in the Springfield MSA.

#### FISCAL MANAGEMENT IN FY 2011

The City's FY 2011 budget incorporated conservative revenue projections. Sales tax revenue was projected to remain flat compared to FY 2010 revenue. As the MSA has experienced economic recovery in FY 2011, total revenue has exceeded the budget estimates by approximately \$2 million. This growth has been generated by sales tax revenue which exceeded the no-growth estimate, an increase in use tax revenue and an increase in payments in lieu of taxes (PILOTS) received from City Utilities. A portion of this additional revenue is expected to be used for high-priority, one-time expenses. Due to limited funding over the past several years, we have not been able to replace Police patrol vehicles and rolling stock for the Fire Department. Many of these vehicles are more than ten years old. A total of 13 vehicles will be purchased with this one-time money. Some of the one-time money will be used to purchase software to expedite the building plan submission and review process for both developers and City staff. Over the last several months, the re-engineering of the development process to make Springfield a more business- and development-friendly community has been a major focus of several City departments. This software will assist us in meeting our commitment to review plans within ten days of submission and to sustain timeliness during the economic upturn. I would like to re-emphasize, these funds are from revenue earned in FY 2011 in excess of the budgeted revenue. The City did not use reserve funds to balance the budget in FY 2011 and is not using reserve funds for these purchases. At the end of the fiscal year, reserves are expected to be a solid 18% of revenues in the General Fund.

The hiring freeze implemented in January 2009, has shifted to a hiring "frost" effective March 1, 2011. This allows departments to fill vacancies on a one-for-one basis as they occur. All Police and Fire positions were fully funded in FY 2010. Currently, 78 vacancies remain City-wide. The hiring freeze helped us endure the worst recession in the past fifty years, while still retaining the vast majority of our jobs. I appreciate City staff accommodating the increased workload that results from having so many vacant positions. Some of these vacancies will be filled in the FY 2012 budget; others will never be filled. My goal is to remain as lean as possible while still delivering a high level of service to the community.



During the last year, the City has seen improvement in the overall health of the Police and Firefighters' Pension Plan. The citizens of Springfield passed a  $\frac{3}{4}$ -cent Police-Fire Pension sales tax in November 2009. The revenues from this tax are used exclusively to provide additional funds for the Police-Fire Pension Plan. In FY 2011, this tax is expected to generate approximately \$27 million for the benefit of the Plan. The  $\frac{3}{4}$ -cent Pension Sales tax revenue, the City's contribution rate of 35% of payroll and the recovery in the financial markets have all contributed to an upward trend in the Plan. Total assets in the Plan have increased from a low of \$89 million to \$177 million, and the funded ratio increased for the first time in ten years. I recognize we still have several years before the fund is restored to financial health; however, it is rewarding to see this amount of progress after just ten months of sales tax receipts.

#### REVENUE OUTLOOK FOR FISCAL YEAR 2012

The economic recovery is expected to continue at a steady, but moderate, pace. Consumers remain cautious about spending. The unemployment rate has improved, but it is still higher than normal. The FY 2012 budget reflects a modest increase in revenue growth. Sales tax revenue is projected to grow 1.70% over estimated FY 2011 receipts. This growth rate is consistent with the national economic forecast, and also reflects the City's current experience. Throughout the 2011 fiscal year, sales tax revenue on a monthly basis has been volatile, but the year-to-date revenue amounts have increased over last year on a consistent basis. The estimated increase of 1.70% is conservative. I am hopeful our actual growth will be higher, but I feel it is prudent to be conservative at this time.

Overall, most revenue categories in the General Fund have increased in FY 2011. The City has experienced a significant increase in PILOTS received from the City's municipally-owned utility. An electric rate increase in October 2010 has generated the increased revenue. The General Fund has also seen an increase in Municipal Court-related fees and fines, partially due to having the Police Department fully staffed. Development-related fees remain flat. That sector of the economy is recovering slower than other sectors, and this is reflected in the projected revenue from building permits and other related fees.

Property taxes continue to be a stable source of revenue for the Health Department, Public Parks, Art Museum, and debt payments for essential government projects. Revenue from property tax increased 2% in FY 2010. The property tax collection rate continues to be high at 99%.

#### EXPENDITURES

Although Springfield has started to experience an upturn in revenues, we continue to carefully monitor our operating expenses. Funding has been provided in the budget for critical positions, replacing equipment that is several years past the end of its lifecycle, and strategically restoring a small portion of the cuts from FY 2009 and FY 2010 budgets. I believe we need to continue a program of expense management in order to maintain a stable financial structure for the City in the future.

Salary and benefits make up about 78% of the City's General Fund budget. This area of the budget is one we must continue to carefully monitor to avoid over-burdening the City's budget. I have included

funding for some critical positions in the FY 2012 budget. Some of these positions are front-line public safety staff and others are support positions which are critical to the City's daily operations. As mentioned above, vacancies that occur after March 1, 2011, may be filled.

- Springfield, like many other cities in Missouri, is in the process of negotiating a second consent decree with the Missouri Department of Natural Resources to determine how Springfield should address reducing sanitary sewer overflows (SSOs). Although the consent decree has not yet been finalized, the scope of the requirements, in terms of capital improvements and staffing, is expected to be significant. In order to successfully manage the expected changes and guarantee that the City meets all conditions of the consent decree, as well as emphasizing the priority of focusing on our natural environment, the environmental sections of the Public Works Department will form a new Environmental Services Department. This new department will have two divisions -- Clean Water Services and Solid Waste. This new department will be created via a reorganization of the existing Public Works Department. Additional staff will be required to comply with the new consent decree, and these new positions are factored into the new wastewater rates being recommended by the citizen task force.
- The remaining divisions of Public Works: Transportation Engineering, Stormwater Engineering, Traffic Engineering, Traffic Management, Street Maintenance, Construction Inspection, and General Services will comprise the Public Works Department. The position of Director of Public Works has been frozen since April 2010. Funding is provided in the FY 2012 budget to fill this position. In addition, existing staff will be restructured to better address the storm water and transportation needs in the City. The cost of phase one of this reorganization is \$500,000 for FY 2012. Additional phases of this reorganization will occur in subsequent years as revenues permit.
- The FY 2012 budget does not yet include any rate increases for Solid Waste or Sanitary Services. The protection of the environment is one of the City's highest priorities. Additional investment will be needed in the wastewater system to meet new regulatory requirements and to protect the environment. A citizen task force has provided recommendations to City Council regarding the appropriate level of investment, best practices and rate-setting principles. If needed, the budget will be amended to reflect capital investment in the wastewater treatment system, additional positions required to comply with the new consent decree, and a change in the wastewater rate structure.
- Funding is provided to fill the Assistant Fire Chief in charge of the Training Division. This position is responsible for supervising three training captains and is the department's health and safety officer. Because of the focus on safety of employees, this position is a high priority. A vacant Fire Marshal position is also funded in the FY 2012 budget. In addition to investigating fires, Fire Marshals also perform inspections and public education. This is a critical role in reducing fires within our community.
- In FY 2011, the City received funds from a SAFER grant and a COPS grant. These grants pay the salaries and benefits for 10 firefighters for two years and 15 police officers for three years. So that we are in a position to budget the full amount of the salaries when these grants expire, we

have budgeted two-thirds of the cost of the firefighters and one-half of the cost of the police officers in the FY 2012 budget. This will allow us to more easily incorporate these positions into the City's General Fund once these grants expire.

- Two frozen Police Services Representative positions will be funded in the FY 2012 budget. These employees enter information related to wanted persons and stolen property into the records management system. Their work is time-sensitive, and additional staff is needed to support the work of the additional police officers.
- Two Animal Control Officers will be added in the Health Department to assist with the increased calls for related services. Adequate funding for animal control is an area I will be working on during the year. The community's need for a new Animal Control Shelter is obvious to anyone visiting our existing facility. I am working on a plan to replace that facility within the next few years. I will be providing additional information to you in the future.
- Vacant support staff positions will be filled in the Law Department, Finance, Human Resources, and the Municipal Court for a total of six positions. In many departments, employees continue to do more than one job by taking on additional responsibilities from vacant positions. While this can be accommodated in the short run, this approach cannot be sustained in the long run, and I believe the level of service to the community will suffer. I consider these positions critical to the smooth functioning of City government.
- In the last several weeks fuel prices at the pump have spiked over 25%. This has a significant impact on the Police Department, Fire Department, and Public Works. All of these departments are researching ways to conserve fuel, and we continue to move forward in the development of our compressed natural gas (CNG) fueling station and vehicle conversions. In the meantime, the budget for fuel has been increased 15% in the FY 2012 budget.
- The budget includes funding for career-laddering of employees in Information Systems, City Attorney's Office, and Municipal Court. Career-laddering provides an opportunity for employees to advance to a higher pay level as they gain knowledge, exhibit higher competencies, and expand their responsibilities. This is an important retention tool and one I feel deserves to be funded.
- Significant budget cuts were made to departments' professional development budgets in the FY 2009 and FY 2010 budgets. While it was necessary to cut this money from the budget in order to maintain critical services, this is not a long-term solution. Employees must have the ability to keep their skills current and stay informed of best practices. The FY 2012 budget restores some of these professional development funds. It is my hope we can continue to restore these cuts in future years.
- The wellness program was eliminated as part of the FY 2011 budget cuts. Restoring funding for wellness was identified as a priority in the recent Employee Survey. The FY 2012 budget includes \$50,000 to begin to re-establish this program. I hope to add to this in future years and work toward developing a comprehensive wellness program for City employees. Research has

shown employee wellness programs provide a significant return on investment, and we can only expect healthcare costs to continue to rise. I intend to create an employee wellness committee soon to coordinate these activities.

- For several years, the City funded many non-profit organizations. This funding was mostly eliminated as part of the FY 2010 and FY 2011 budget cuts. I recognize these organizations provide many vital services to the community, but our funding was limited. During the development of the FY 2012 budget, the organizations were given the opportunity to request funding from the FY 2012 budget using the application form developed by City Council's Community Involvement Committee. While I believe all are good organizations and in need of additional funding, the City's resources are limited and our focus must be on core City services. The FY 2012 budget provides funding only to those organizations that provide services the City would otherwise have to provide. Funding is provided for Urban Neighborhoods Alliance, Community Partnership of the Ozarks, and the Watershed Committee of the Ozarks.
- Funding is also provided for two of the City's partner organizations, the Mayor's Commission on Human Rights and the Mayor's Commission on Children.

#### SALARY AND BENEFITS

In an effort to balance the budget in FY 2011, employee salary increases were limited to \$300 per employee. This small amount was intended to help offset the increasing cost of family healthcare coverage. Also, in FY 2011, merit steps in the City's pay system were suspended impacting 871 City employees. There simply was not enough money available to fund merit steps. The estimated revenue growth in the FY 2012 budget is sufficient to restore merit steps at a cost of approximately \$900,000 in the General Fund. The funding of future merit steps will be reviewed on an annual basis to determine if funding is available. The funding of merit step increases in the FY 2012 budget will not be retroactive -- I have informed our employees of this. The funding of merit step increases is important to allowing us to recruit and retain the best and brightest employees, and is another reason why it is so important to maintain salary and benefit expense as lean as possible.

In addition to the restoration of merit steps, the FY 2012 budget includes an increase of \$1,000 per employee for employees at the last step of their pay grade. On average, this is the equivalent of a 2.4% increase, slightly below the increase in the Consumer Price Index of 2.7%. By implementing this increase as a fixed dollar amount instead of a percentage, the increase will have a greater percentage impact on those employees at the lower end of the pay scale. The cost to the General Fund for this increase is \$327,000. Funding was not available to accomplish both a cost-of-living adjustment and restore merit steps.

FY 2012 marks the fourth year of increasing contributions to the City's self-funded Workers' Compensation Fund. This fund had a negative balance after many years of expenses exceeding revenue. This is still a critical need, and I remain committed to restoring this fund to a healthy condition. I will continue to recommend funding increases to this fund in future budgets.

The City agreed to assist Tier II Police and Fire employees that transitioned to LAGERS in purchasing prior service credit. My plan was to set aside \$300,000 per year for five years to fund the City's \$1.5

million commitment. In the FY 2011 budget, \$300,000 was set aside for this purpose. Similarly, the FY 2012 budget includes funding for another \$300,000 toward this commitment. It is my intention to continue to set aside the necessary funds in future budgets to meet this commitment.

#### SUMMARY

The last two years have been difficult times for the City as we have struggled to balance the operating budget and continue to deliver needed services to the community. Despite difficult financial times, I am proud that we have been able to accomplish several things to move our community forward during the past two years. Thanks to the willingness of the voters to increase the sales tax, the City has seen an improvement in the health of the Police-Fire Pension Plan's fiscal condition. Springfield's Southwest Waste Water Treatment Plant received the 2010 Plant of the Year award from the Missouri Water Environment Association. The Springfield-Greene County Parks Systems continues to enhance recreational amenities for all members of the community. The Public Works staff put forth an extra effort this past winter to make sure the City's streets were safe for the traveling public following an extraordinary blizzard. I am very proud of our City employees for the extra effort they have made over the past two years. I am hopeful that we will continue to see economic recovery in the next year, and that we all contribute to continue making Springfield a vibrant and growing community.

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to the City of Springfield Missouri for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirement, and we are submitting it to GFOA to determine eligibility for another award.

I welcome the opportunity to respond to your questions.

Sincerely,

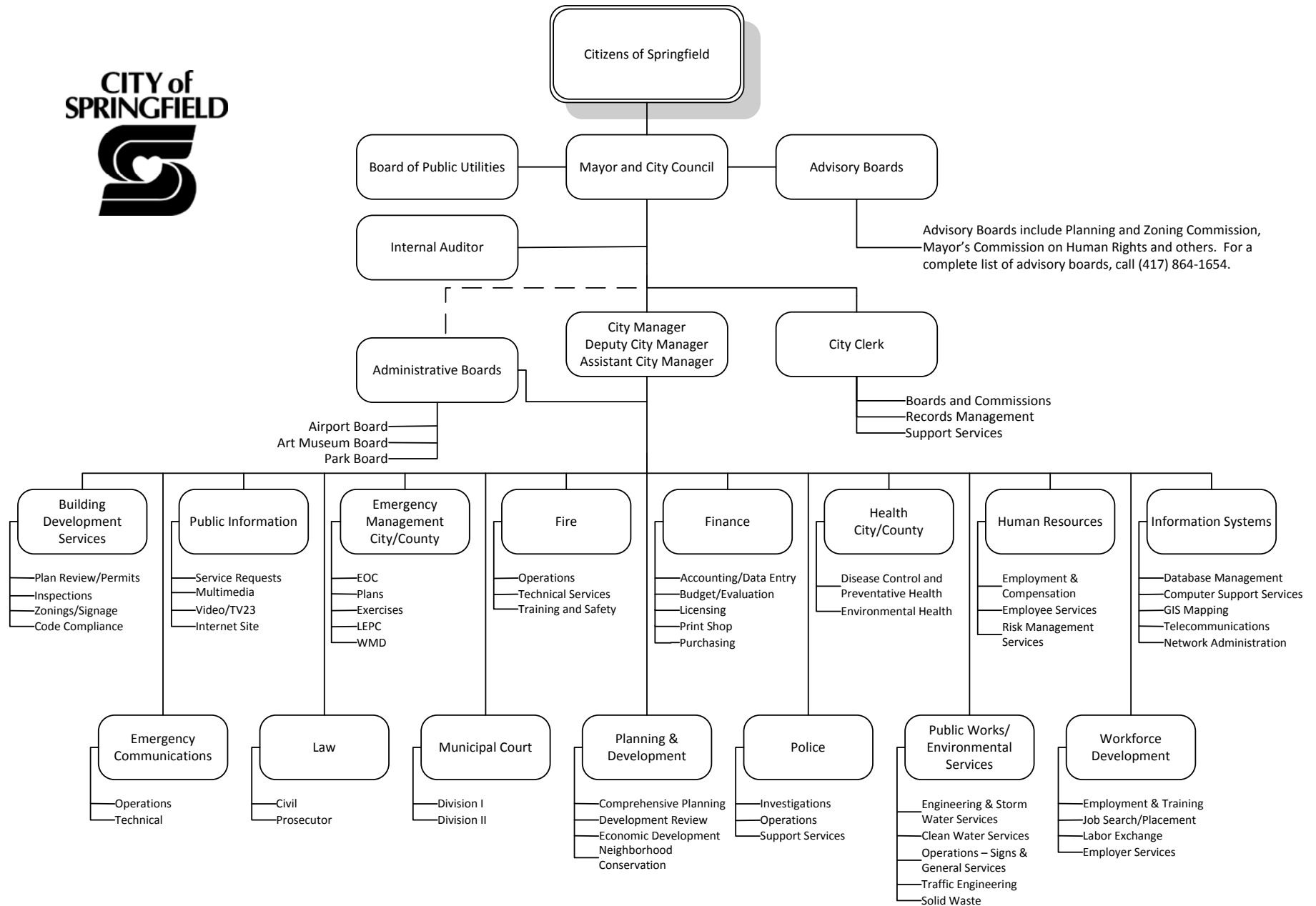
A handwritten signature in black ink, appearing to read 'Greg Burris', with a long, sweeping horizontal line extending to the right.

Greg Burris  
City Manager





**“Working with the Community”**



Note: All Departments include an administrative section

# City Government's Organization Chart

City of Springfield, Missouri



**“Working with the Community”**



## **COMMUNITY PROFILE**

# Community Profile

Source: Springfield Area Chamber of Commerce 1<sup>st</sup> Quarter, 2011 Profile

## History: (Source: Greene County Historical Society)

Springfield is the largest community in Greene County, founded by John Polk Campbell, a settler from Maury County, Tennessee. He arrived with his brother in 1829 and upon finding a “natural well,” he carved his initials on an ash tree to establish his claim. Campbell returned to Tennessee for his family and returned to the Ozarks in March of 1830. Other settlers arrived almost daily and before long, a rather sizeable log cabin settlement developed.

Springfield was incorporated in 1838, but the town site was platted in 1835 when Campbell deeded 50 acres of land for the county seat. There was a post office as early as 1834 and the first permanent courthouse was constructed in 1837. Springfield grew and prospered and, since as early as 1878, has been known as the Queen City of the Ozarks.

## Government and Organization:

The City of Springfield operates under a council-manager form of government. The Mayor is elected for a two-year term and eight council members are elected for four-year terms. The Council is responsible for appointing a City Manager. The City Manager is responsible for appointing department directors. All operate under the City Charter.

## Population:

Springfield City Limits: 159,498

Current Springfield Metro Area: 436,712

- Springfield Metro Area includes Greene, Christian, Webster, Polk and Dallas counties in Southwest Missouri.

Annual Population Growth Rate: 1.9%

## Workforce:

### Average Employment By Sector

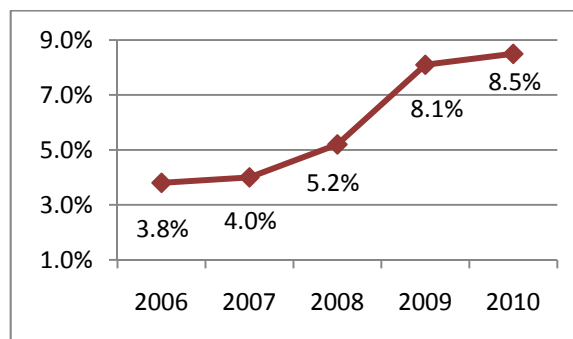
Edu. & Health Services	39,500
Government	30,300
Retail Trade	25,100
Prof. & Bus. Services	18,400
Leisure & Hospitality	17,400
Manufacturing	13,200
Financial Activities	11,600
Transportation & Utilities	10,100
Wholesale Trade	9,900
Other Services	8,400
Construction & Mining	7,600
Information	4,400



## Employment:

Current Unemployment Rate: 8.5%

Unemployment Rate for Springfield Metro Area





# Community Profile

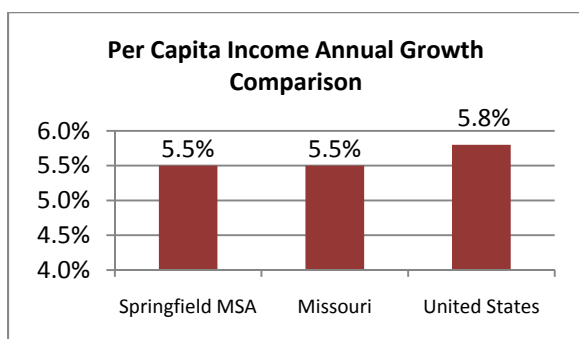
Source: Springfield Area Chamber of Commerce 1<sup>ST</sup> Quarter, 2011 Profile

## Income & Wages:

Springfield Metro Area per Capita Income: \$31,496

Springfield Metro Area Avg Wage per Job: \$34,022

Springfield Metro Mean Household Inc.: \$57,476



## Education:

- The average teacher experience in the SPS system is 13 years and 60% of faculty have a Masters Degree.

36 Public Elementary Schools

11 Public Middle Schools

5 Public High Schools

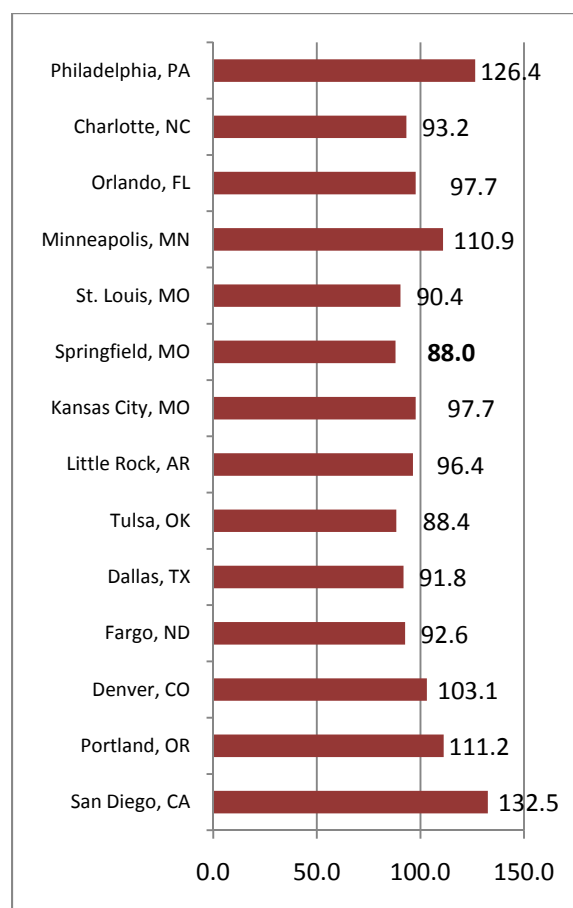
12 Private Elem. /Middle Schools

5 Private High Schools

16 Colleges



## Cost of Living Index Comparison:

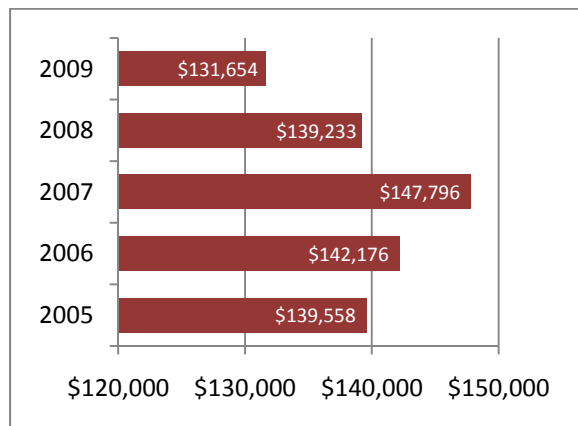


# Community Profile

Source: Springfield Area Chamber of Commerce 1<sup>ST</sup> Quarter, 2011 Profile

## Housing:

Average Home Sales Price Trends



Fair Market Rents Comparison

Colorado Springs, CO	\$795
Des Moines, IA	\$737
Knoxville, TN	\$732
Lexington, KY	\$729
Mobile, AL	\$700
Little Rock, AR	\$684
Chattanooga, TN	\$669
Lincoln, NE	\$652
Wichita, KS	\$640
Springfield, MO	\$610

## Major Employers:

St. John's Health Systems	6,841
Cox Health Systems	6,355
Wal-Mart Stores	3,927
Springfield Public Schools	3,154
Missouri State University	3,065
United States Government	2,800
State of Missouri	2,346
Bass Pro Shops/Tracker Marine	2,326
Citizens Memorial Healthcare	1,600
City of Springfield	1,540
Chase Card Services	1,350
O'Reilly Auto Parts	1,308
City Utilities of Springfield	1,019
Burlington Northern Santa Fe Railroad	950
Kraft Foods	908
General Council of the Assemblies of God	881
SRC Holdings	824
Prime Trucking	800
Ozarks Technical Community College	800
T-Mobile USA	800
American National Property & Casualty	788
Greene County	733
Paul Mueller Company	730
Loren Cook Company	725
Associated Wholesale Grocers	717



- The top 25 largest employers account for one-quarter of the total workforce in the Springfield metro area.
- In the Springfield metro area, 95% of businesses have fewer than 50 employees.

# Community Profile

Source: Springfield Area Chamber of Commerce 1<sup>ST</sup> Quarter, 2011 Profile

## Health Care:

- The health care sector employs nearly 30,000 people and provides an annual economic impact of \$4.5 billion.

<u>Hospital</u>	<u># of Beds</u>
St. John's Hospital	1,016
Cox Medical Center South/Walnut Lawn	759
Cox Medical Center North	274
Lakeland Regional Hospital	138
Ozarks Community Hospital	45
Select Specialty Hospital	44



## Transportation:

### Airport

- In 2005, the Springfield-Branson National Airport (SGF) was the 4<sup>th</sup> fastest growing airport in the U.S. and the only airport within 500 miles to show passenger growth in 2009.
- Runways are 7,003 ft. and 8,000 ft. in length. The airport offers general aviation (24hrs.) and cargo services which include FedEx, UPS and Airborne Express as well as a U.S. Customs office and a Foreign Trade Zone.

<u>Airline</u>	<u>Connections</u>	<u>Flights Daily</u>
American	Chicago	4
American	Dallas/Ft. Worth	8
Delta	Memphis	3
Delta	Atlanta	4
Delta	Detroit	1
Delta	Minneapolis	1
United	Chicago	4
United	Denver	3
Allegiant	Las Vegas	4 weekly
Allegiant	Los Angeles	3 weekly
Allegiant	Orlando	3 weekly
Allegiant	Phoenix	3 weekly
Allegiant	Tampa	3 weekly

### Distances to Springfield

<u>City</u>	<u>Miles</u>	<u>Days by Rail</u>
Kansas City	174	1
St. Louis	220	1
Memphis	285	1
Dallas	430	2
Chicago	515	3
Detroit	754	4
Denver	780	4
Atlanta	845	3
New York	1,196	5
Boston	1,407	4
Los Angeles	1,651	5
Seattle	2,032	6





**“Working with the Community”**



## **BUDGET SUMMARY**





**“Working with the Community”**

# A Guide to Using this Document

---

## **Budget Highlights:**

- The summary by fund group for revenues, appropriations, debt service, and full-time equivalents are located on pages 31 to 80.
- The Budget Policies adopted by City Council are located on page 85.
- An overview of the General Fund Budget compared to the previously adopted General Fund Budget is printed on page 86.
- The City's benchmarks with other communities or industry standards are included in the Benchmark section starting on page 91.

## **Departmental Purpose, Mission Statements, and Performance Measures:**

This section of the document, beginning on page 123, contains information for each department as follows:

- Expenditures and appropriations for the fiscal years 2010-2012
- The department's purpose
- The department's mission statement
- Fiscal Year 2011-12 Budget Highlights, which bullets any major changes in staffing or expenditures
- The department's Personal Services Summary showing the number of approved, full-time equivalents by division
- The department's individual performance measures

In the document, you may notice the terms: Appropriation, General Fund, Reserves, Resources and Transfers.

- **Appropriation:**
  - Is a legal authorization to incur obligations and make expenditures for designated purposes.
- **General Fund:**
  - City's primary operating fund. Accounts for all financial resources of the general government.
- **Reserves:**
  - Reflect the balancing of available resources with appropriations
  - Can be either positive or negative amounts
  - Can result from a number of items, which reflect:
    - Budget to Actual variances
    - Resources received from the issuance of debt
    - Restriction of resources for future allocations
- **Resources:**
  - Total dollars available for appropriation, including estimated revenues, transfers, and beginning fund balance.
- **Transfers** are made between funds, and can be either:
  - Operating, to cover normal operating items such as matching requirements for grant awards; or
  - Debt service, to cover the debt requirements outlined in this document



**“Working with the Community”**



## **ALL FUNDS GROUP**

*The City's operations are classified into fund groups for budget purposes. These fund groups are classified as general, special revenue, grant, capital projects, debt service, enterprise and internal service.*

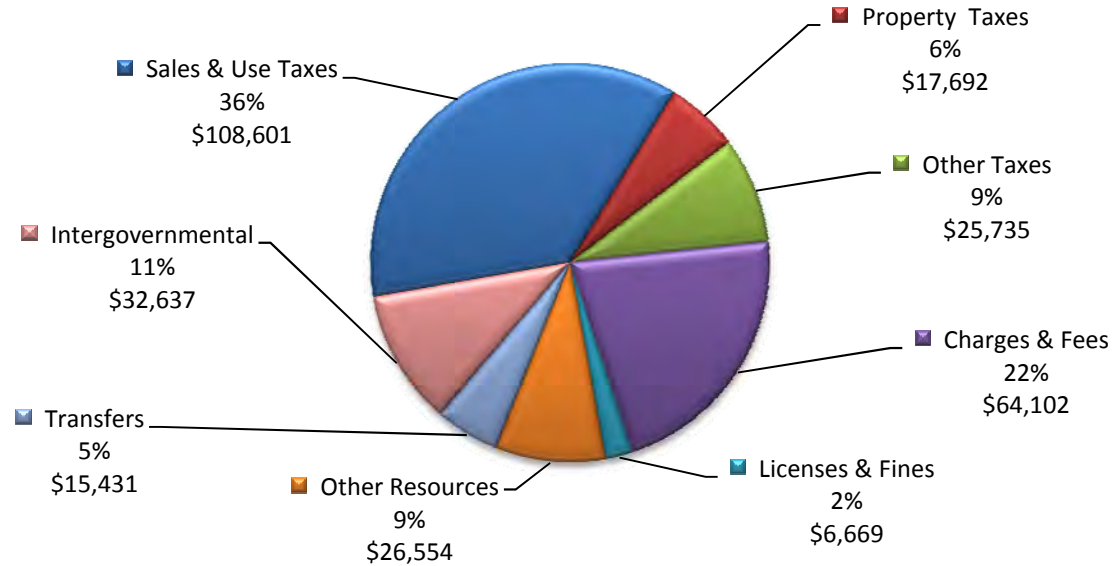
*The modified accrual basis of accounting is used in budgeting for all fund groups. The same method is used for the audited governmental fund financial statements. Financial statements for proprietary funds use the accrual basis of accounting.*



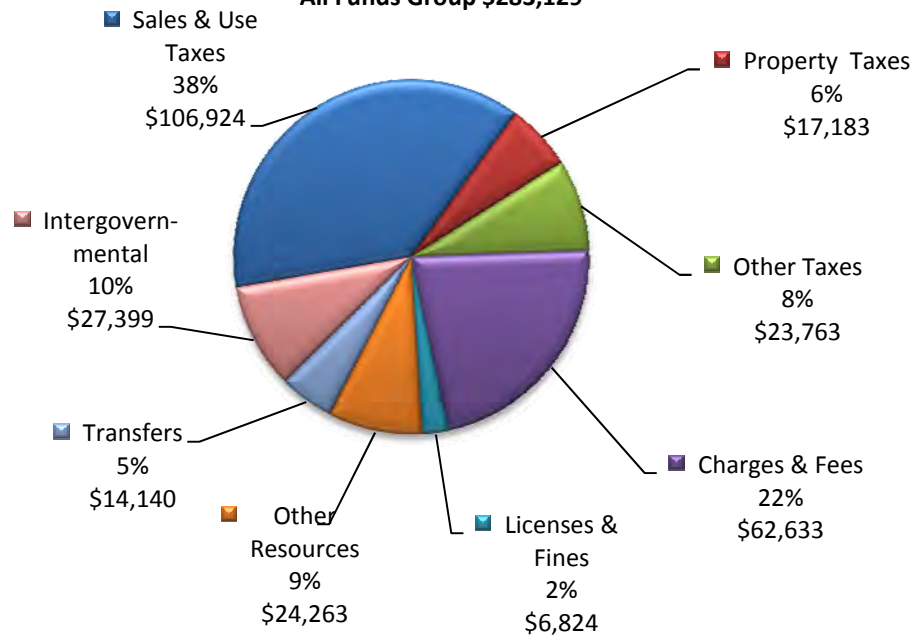
**“Working with the Community”**

## City of Springfield, Missouri - 2011-2012 Annual Operating Budget

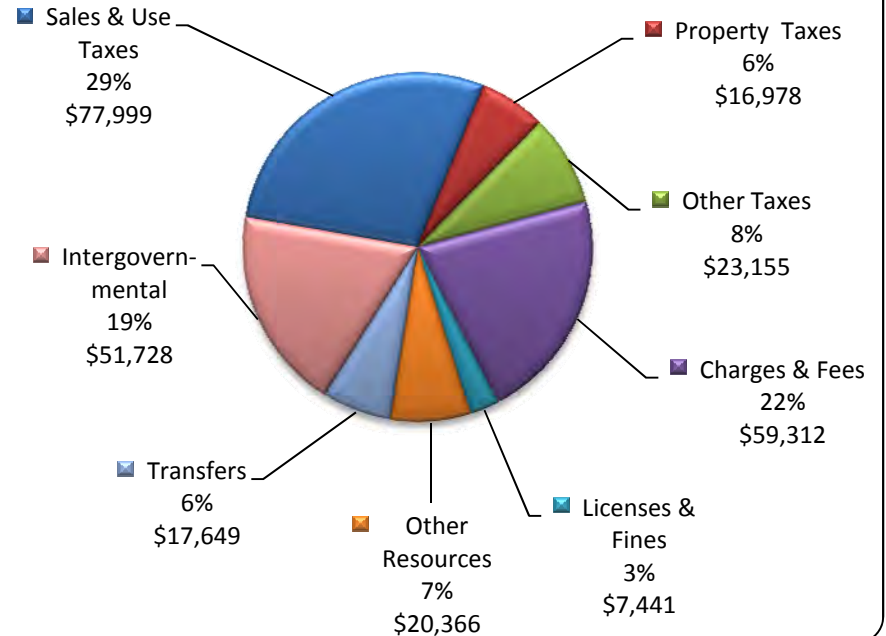
### 2011-2012 OPERATING BUDGETED RESOURCES All Funds Group \$297,421



### 2010-2011 OPERATING BUDGETED RESOURCES All Funds Group \$283,129



### 2009-2010 OPERATING ACTUAL RESOURCES All Funds Group \$274,628



All amounts are expressed in thousands. Intrafund transfers have been eliminated.



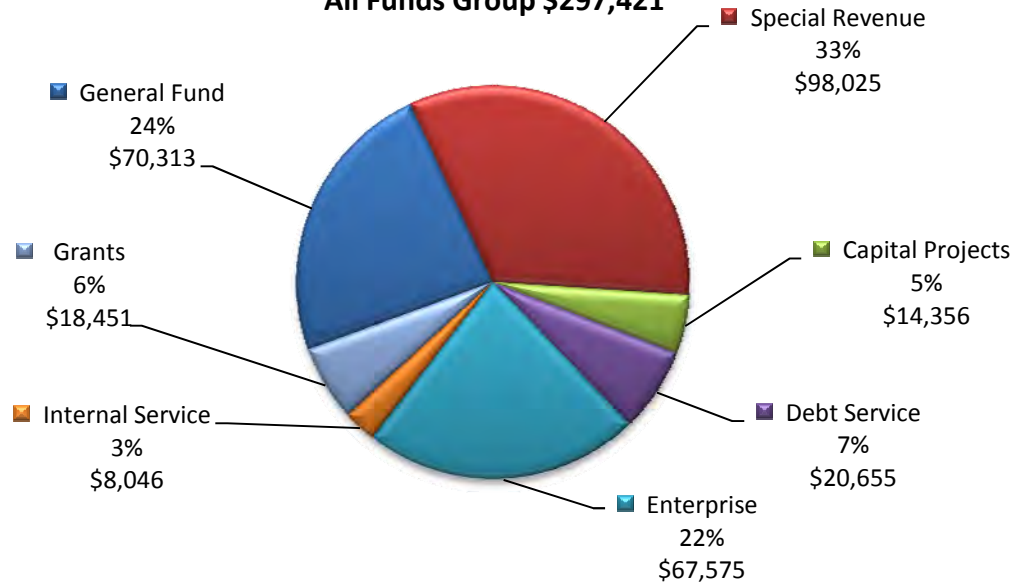


**“Working with the Community”**

# City of Springfield, Missouri - 2011-2012 Annual Operating Budget

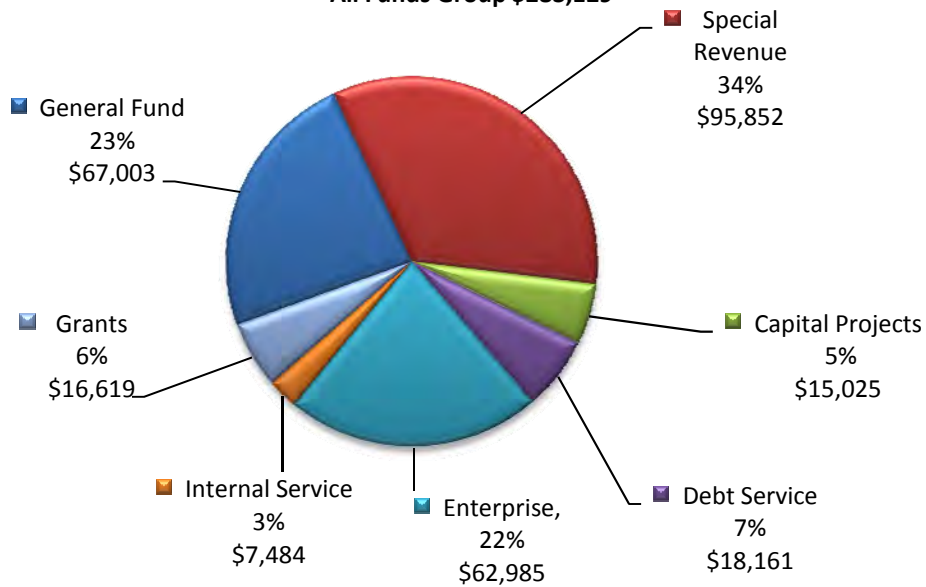
## 2011-2012 OPERATING BUDGETED APPROPRIATIONS

All Funds Group \$297,421



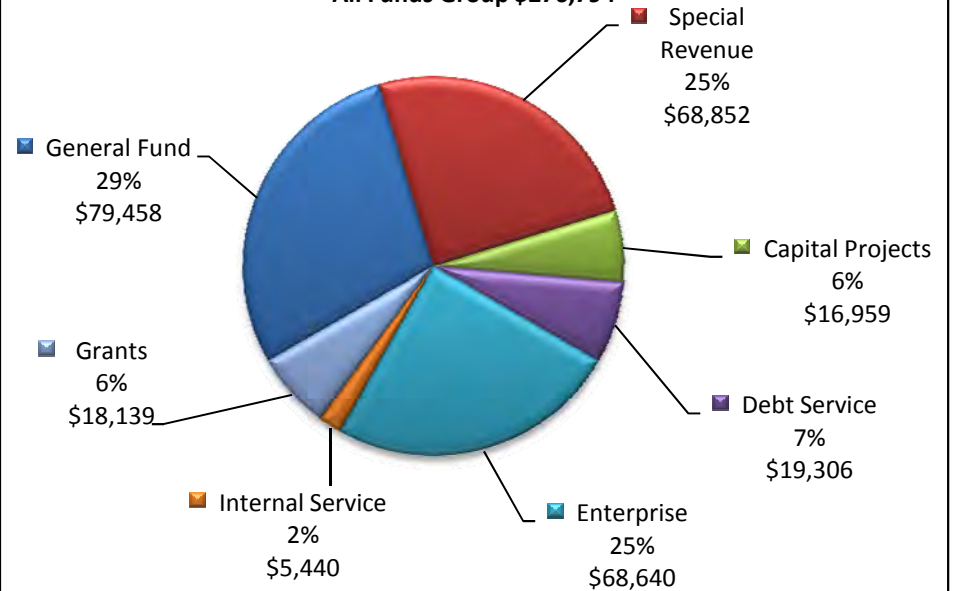
## 2010-2011 OPERATING BUDGETED APPROPRIATIONS

All Funds Group \$283,129



## 2009-2010 OPERATING ACTUAL APPROPRIATIONS

All Funds Group \$276,794

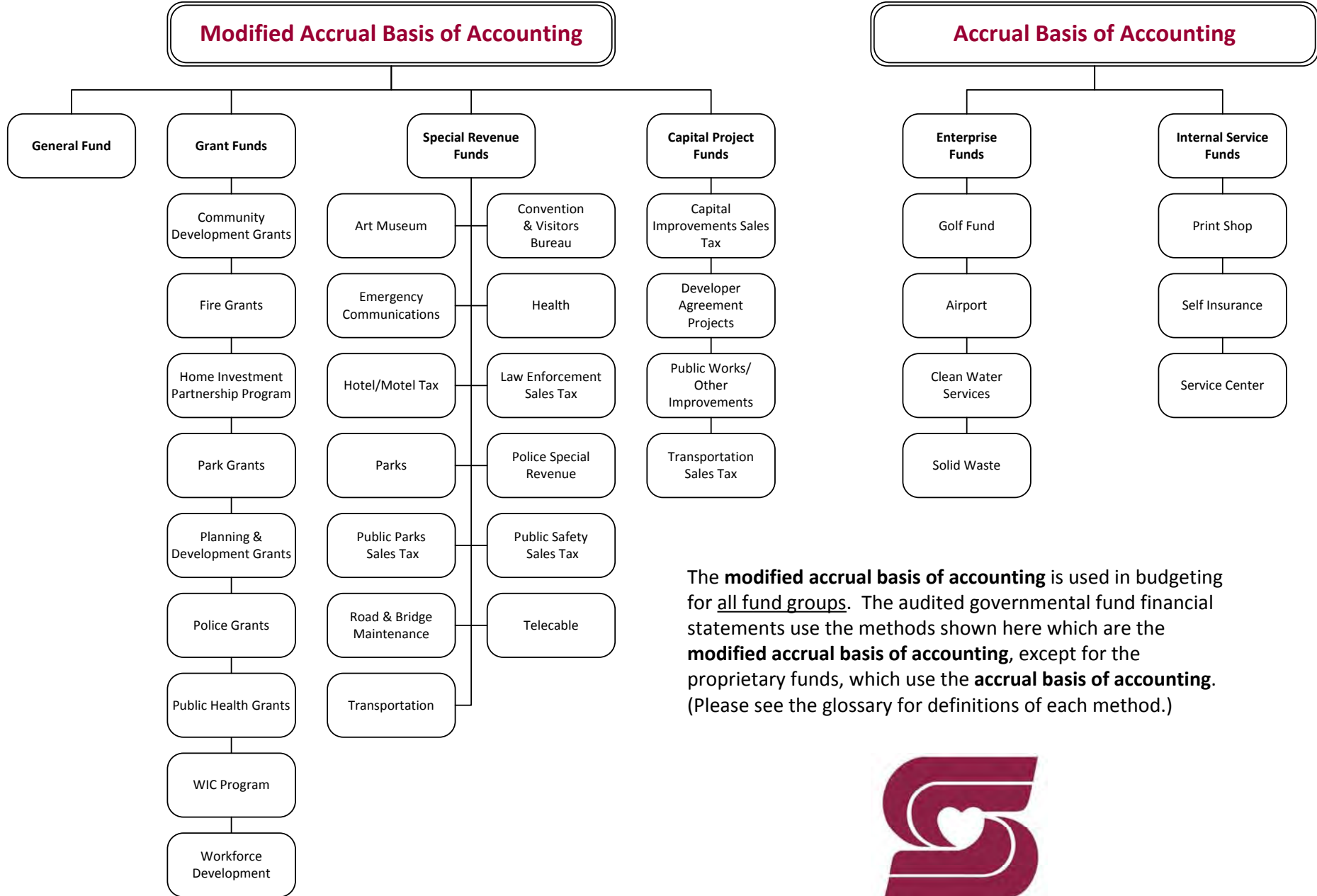


All amounts are expressed in thousands. Intrafund transfers have been eliminated.



**“Working with the Community”**

# City of Springfield Fund Structure



The **modified accrual basis of accounting** is used in budgeting for all fund groups. The audited governmental fund financial statements use the methods shown here which are the **modified accrual basis of accounting**, except for the proprietary funds, which use the **accrual basis of accounting**. (Please see the glossary for definitions of each method.)



# Summary of Relationship

## Between Fund Types, Revenue Sources, Expenditures and Department/Boards

Fund Type:	General Fund	Special Revenue Funds	Grant Revenue Funds
	General Fund	Art Museum Community Improvement Districts Convention and Visitors Bureau Emergency Communications Law Enforcement Sales Tax Parks Sales Tax Police Special Revenue Public Health Services Public Parks Public Safety Pension Sales Tax Public Works - Transportation Road & Bridge Maintenance Fund	Community Development Home Investment Partnership Planning & Development Grants Public Health Grants WIC Workforce Development
Major Revenue Sources:	Sales Tax Payments in Lieu of Taxes Licenses and Permits Fines and Penalties	Sales Tax Property Taxes User Fees Charges for Services	Federal and State Grants Government Aid
Expenditure Types:	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Vehicles	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Museum Acquisitions, Machinery and Equipment, Capital Projects and Debt Service Requirements related to these business activities	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Capital Projects related to these business activities
Major Departments:	Police, Fire, Public Works, Planning, and others	Public Works Transportation, Police, Public Health, Public Parks, Art Museum, and Emergency Communications	Planning, Public Health, and Workforce Development

Fund Type:	Capital Project Funds	Enterprise Funds	Internal Service Funds
	Capital Improvements Sales Tax Transportation Sales Tax Public Works Improvements Developer Agreements	Airport Golf Clean Water Services Solid Waste	Print Shop Self-Insurance Service Center
Major Revenue Sources:	1/4-Cent Sales Tax 1/8-Cent Sales Tax Federal Hwy Admin Grants 1/2 of incremental increase in one-cent general sales tax revenue from developer agreements	Utility Charges Airport Passenger Charges Rentals	Charges for Services
Expenditure Types:	Capital Assets including land, buildings, improvements, equipment, and infrastructure assets (e.g. roads, bridges, storm sewers, and similar items).	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Capital Projects and Debt Service Requirements related to these business activities	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Liability and Workers Compensation Claims
Major Departments:	Public Works	Clean Water Services, Solid Waste, Airport and Parks	Public Works (Service Center), Human Resources (Self-Insurance Fund), and Finance (Print Shop)



**“Working with the Community”**



## **REVENUES**

---

### **SCHEDULE OF PROJECTED FY 2012 REVENUES COMPARED TO ADOPTED FY 2011 AND ACTUAL FY 2010 TOTALS**

#### **CITY OF SPRINGFIELD CITY CHARTER**

#### **SECTION 5.8 (1)**

**The budget shall provide:**

**An itemized statement of estimated revenues from all sources for the year which the budget is to cover, together with a comparative statement of revenues for the last completed fiscal year and the year in progress.**

# Revenues

## Schedule of Actual and Projected Revenues (All Fund Types):

	General Fund	Public Parks	Public Health Services	Transportation Fund	Special Revenue Funds	Grant Funds
<b>TAXES</b>						
Sales (General)	\$ 36,710,000	\$ -	\$ -	\$ -	\$ -	\$ -
Sales (Capital Improvement)	-	-	-	-	-	-
Sales (Law Enforcement)	-	-	-	-	6,603,946	-
Sales (Transportation)	-	-	-	-	-	-
Sales (Parks)	-	-	-	-	14,888,000	-
Sales (911)	-	-	-	-	4,000,360	-
Sales (Public Safety Pension)	-	-	-	-	27,532,500	-
Use	2,300,000	-	-	2,800,000	-	-
Property	-	5,208,370	3,514,729	-	1,577,372	-
Payment In Lieu of Taxes	13,305,000	-	-	-	-	-
Gross Receipts	6,777,000	-	-	-	943,354	-
Cigarette	900,000	-	-	-	-	-
Room	90,000	-	-	-	1,900,655	-
Tourism	-	-	-	-	1,820,000	-
	60,082,000	5,208,370	3,514,729	2,800,000	59,266,187	-
<b>LICENSES AND FINES</b>						
Occupational Licenses	3,300,000	-	-	-	-	-
Permits	975,000	-	-	10,000	-	-
Fines and Forfeitures	1,755,000	-	-	-	-	-
Court Costs	575,000	-	-	-	-	-
	6,605,000	-	-	10,000	-	-
<b>CHARGES AND FEES</b>						
Charges for Services	195,000	-	670,000	-	2,170,082	-
User Fees	-	3,272,732	265,000	585,000	2,362,579	-
Aviation Fuel Sales	-	-	-	-	-	-
Sales of Goods	-	270,039	-	-	12,000	-
Rentals	-	64,600	-	-	44,500	-
	195,000	3,607,371	935,000	585,000	4,589,161	-
<b>INTERGOVERNMENTAL</b>						
Gasoline Taxes	-	-	-	4,350,000	-	-
State of Missouri	-	-	144,022	1,500,000	-	-
Greene County	12,000	-	865,513	-	1,655,000	-
Grants -						
Airport	-	-	-	-	-	-
Community Development	-	-	-	-	-	4,542,359
Workforce Development	-	-	-	-	-	6,146,280
Public Works Improvements	-	-	-	-	-	-
WIC Program	-	-	-	-	-	1,390,000
Police	-	-	-	-	-	1,358,891
Other	-	-	217,000	-	200,000	3,914,142
	12,000	-	1,226,535	5,850,000	1,855,000	17,351,672
Interest on Investments	300,000	-	-	-	168,600	-
Special Assessment Tax Bills	-	-	-	-	-	-
Interest on Tax Bills	-	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-	-
Other Sources	-	41,547	-	1,600,000	171,795	63,471
Other Miscellaneous Revenues	385,000	149,098	80,300	5,000	3,381,866	966,000
	685,000	190,645	80,300	1,605,000	3,722,261	1,029,471
<b>REVENUES BEFORE TRANSFERS</b>	67,579,000	9,006,386	5,756,564	10,850,000	69,432,609	18,381,142
<b>TRANSFERS</b>	2,734,086	1,316,516	1,095,825	-	2,147,166	69,445
<b>LESS ELIMINATIONS</b>	-	-	(667,870)	-	(912,156)	-
<b>TRANSFERS FROM OTHER FUNDS</b>	2,734,086	1,316,516	427,956	-	1,235,010	69,445
<b>TOTAL REVENUES</b>	\$ 70,313,086	\$ 10,322,902	\$ 6,184,520	\$ 10,850,000	\$ 70,667,619	\$ 18,450,588

Capital Projects Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds	Adopted 2011-2012 Total	Adopted 2010-2011 Total	Actual 2009-2010 Total
\$ -	\$ -	\$ -	\$ -	\$ 36,710,000	\$ 35,300,000	\$ 35,438,295
9,177,500	-	-	-	9,177,500	9,094,614	8,574,694
-	-	-	-	6,603,946	7,633,949	6,235,710
4,588,750	-	-	-	4,588,750	4,547,307	4,287,239
-	-	-	-	14,888,000	14,888,000	13,686,900
-	-	-	-	4,000,360	3,975,980	4,122,566
-	-	-	-	27,532,500	27,283,842	1,627,222
-	-	-	-	5,100,000	4,200,000	4,025,073
-	7,391,186	-	-	17,691,657	17,183,120	16,977,665
-	-	-	-	13,305,000	11,485,000	10,654,423
-	-	-	-	7,720,354	7,878,000	8,017,521
-	-	-	-	900,000	900,000	878,252
-	-	-	-	1,990,655	1,900,110	1,910,238
-	-	-	-	1,820,000	1,600,000	1,694,862
13,766,250	7,391,186	-	-	<b>152,028,722</b>	147,869,922	118,130,659
-	-	52,500	1,500	3,354,000	3,354,000	3,212,229
-	-	-	-	985,000	1,405,000	1,478,856
-	-	-	-	1,755,000	1,530,000	1,981,463
-	-	-	-	575,000	535,000	768,710
-	-	52,500	1,500	<b>6,669,000</b>	6,824,000	7,441,257
525,000	-	30,673,500	4,245,814	38,479,396	37,234,298	35,682,695
-	-	10,371,500	-	16,856,811	17,002,093	15,712,451
-	-	3,230,000	-	3,230,000	2,815,000	3,249,225
-	-	196,500	-	478,539	398,075	795,560
-	-	4,948,000	-	5,057,100	5,183,500	3,872,332
525,000	-	49,419,500	4,245,814	<b>64,101,846</b>	62,632,966	59,312,263
-	-	-	-	4,350,000	4,285,000	4,220,749
-	-	-	-	1,644,022	1,719,000	3,843,635
-	1,350,000	-	-	3,882,513	2,497,863	2,691,085
-	-	4,992,000	-	4,992,000	2,940,000	9,237,700
-	-	-	-	4,542,359	4,503,864	3,022,383
-	-	-	-	6,146,280	4,616,389	6,985,555
-	-	-	-	-	-	8,107,641
-	-	-	-	1,390,000	1,268,000	1,329,327
-	-	-	-	1,358,891	618,131	541,710
-	-	-	-	4,331,142	4,950,591	11,748,237
-	1,350,000	4,992,000	-	<b>32,637,207</b>	27,398,838	51,728,022
30,000	-	2,787,000	-	3,285,600	4,080,973	8,392,645
-	1,592,925	-	-	1,592,925	1,556,000	1,189,978
-	-	-	-	-	-	25,807
-	-	-	-	-	-	3,745,361
-	2,857,940	10,147,000	-	14,881,753	11,778,964	101,303
-	1,675,819	147,000	3,500	6,793,583	6,847,315	6,911,097
30,000	6,126,684	13,081,000	3,500	<b>26,553,861</b>	24,263,252	20,366,191
14,321,250	14,867,870	67,545,000	4,250,814	281,990,635	268,988,978	256,978,391
35,000	11,216,196	17,177,000	3,795,618	39,586,852	22,511,291	-
-	(5,429,000)	(17,147,000)	-	(24,156,026)	(8,371,253)	-
35,000	5,787,196	30,000	3,795,618	15,430,827	14,140,038	17,649,342
\$ 14,356,250	\$ 20,655,066	\$ 67,575,000	\$ 8,046,432	<b>\$ 297,421,464</b>	\$ 283,129,016	\$ 274,627,733

# Revenue Projections

## Overview

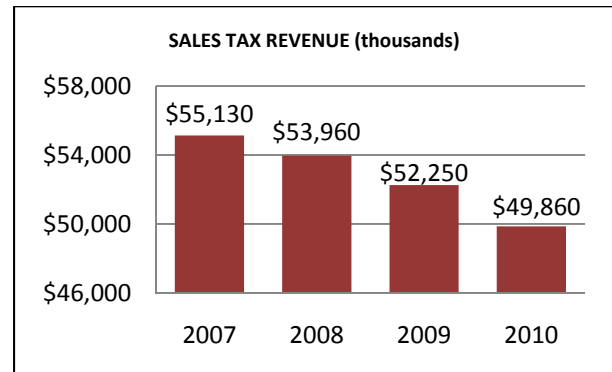
Revenue projections are prepared early in the budget process. The first step in the process is to revise the estimates for the current fiscal year in order to develop an accurate base for the projections for the upcoming year. The revenue estimates are finalized during the completion of the budget. This section provides a description of the major revenue sources, and the assumptions used to develop estimates for the budget. A complete listing of all revenue sources is provided on pages 32 & 33 of this document.

## Sales Tax

The total sales tax in Springfield is 7.60%. The City's rate of 2.125% includes 1% for general operations, .75% for public safety pension, .25% for capital improvements, and .125% for transportation. Springfield also shares in countywide sales taxes for law enforcement and parks. Sales tax revenue is a significant source of revenue for Springfield, generating 26% of total revenue. The City is a regional economic center and has a high student population, resulting in a high level of sales tax per capita.

For the fiscal year ending June 30 2010, sales tax revenue declined 7.6% from the prior year. An increase of 1.7% is anticipated for the 2011 fiscal year. The City continues to closely monitor receipts to recent economic developments, such as the sales tax holiday, unemployment, Internet sales, and retail development in outlying areas.

Sales tax revenue is estimated based on a combination of several factors, including the most recent six months of actual revenue, local economic trends and projected new retail activity. The 2008 recession continues to impact the City's sales tax revenue. The FY 2012 budget for the 1% sales tax in the General Fund is \$36.7 million; that is \$1.3 million more than FY 2010 actual.

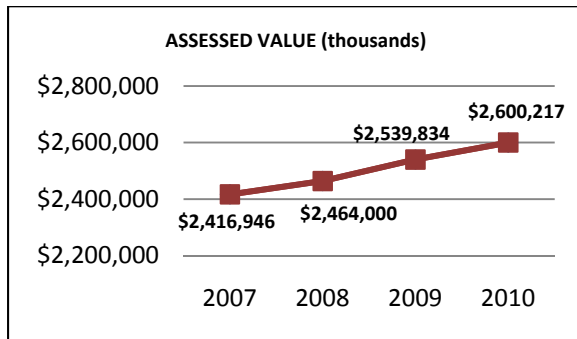


## Property Tax

Property tax is levied on real estate and personal property, such as automobiles, boats and equipment. Property tax revenue supports parks, public health, the Art Museum and major capital projects. The Greene County Assessor assesses property values and the Greene County Collector collects the tax. Major reassessment is done in odd numbered years. Local and state property tax levies in Missouri are regulated by a constitutional amendment known as the Hancock Amendment. This amendment limits the growth in property tax revenue to the increase in the consumer price index (CPI). Therefore if property values increase more than the CPI, the levy is reduced to generate an increase in income equal to the CPI. Growth is allowed on a phased-in basis for annexations and new construction.

Property values in Springfield increase, on average, 4% per year. Property tax revenue has provided a stable source of revenue to the City of Springfield. This helps, in part, to balance out the potential volatility of sales tax revenue. The budget for property tax revenue is based on the projected increase in the consumer price index. The actual tax levies are set in September, when the final assessed value information is received from Greene County. If the revenue estimates are significantly different, the budget is adjusted by City Council to reflect the difference in revenue.

# Revenue Projections



## Charges for Service

Charges for service originate primarily from the City's enterprise funds and internal service funds. This revenue source represents charges to users of City services. In the enterprise funds, the charges are for sanitary sewer services and solid waste disposal. The charges reflected in the internal service funds are for insurance, fuel and vehicle maintenance and the City's Printshop. The fees are set at a level to recover the cost of providing the service and to establish and maintain a reasonable reserve.

As part of the budget development process, the Environmental Services Department provides revenue estimates based on volume, anticipated program changes and rate structure. The FY 2012 budget does not yet include rate increases, if needed; the budget will be amended to reflect rate increases.

The General Fund receives fees for services, such as building permits, zoning applications and engineering reviews. An annual fee study is conducted as part of the budget development process. Generally, the City tries to recover 100% of the cost of providing the service when setting the fee. Increases are limited to the increase in the consumer price index plus 10%. In cases where the City is recovering less than 75% of the cost of service, the annual increase is limited to 20% above the consumer price index.

Revenue estimates for charges for service are based on units of service from various City departments and cost per unit including information from the fee study.

## User Fees

User fees are assessed to citizens using city services and/or facilities, such as parks and health services. Fees for various parks facilities and programs, including golf, represent 98% of the revenue total of this category. The Park Board establishes the fees for parks activities. The fee is set at a level to recover as much of the cost as possible, while still making the activity financially accessible to members of the community.

The Park Board establishes fees early in the budget development process. Revenue is based on programs, available facilities and anticipated usage.

## Grants

The City administers several million dollars in grants each year, including Workforce Development; Women, Infants and Children; Community Development Block Grants and the HOME program. Generally, the grants appropriated in the budget are the grants that are renewed annually.

The fiscal year for grants received by the City vary based on the agency providing grant funds. Grant revenue for the year is estimated based on information received from each grant administrator. If the actual grant award varies from the budget, the budget is amended by City Council.

## Payments in Lieu of Taxes (PILOTS)

Payments in lieu of taxes are received from the City's municipal-owned utility. The City receives 4% of all gas revenue and 3% of electric revenue. This is an important source of revenue for the City. The receipts can fluctuate significantly based on weather and the price of natural gas and electricity.

In 2011-12 this is projected to generate \$13.3 million. The budget estimates are projected on utility revenue. Weather and the changing price of natural gas, make it challenging to estimate this source of revenue.

# Revenue Projections

---

## Intergovernmental – Greene County

Springfield has several cooperative programs with Greene County. Collaboration between two local governments allows citizens to receive a higher level of service at a reduced cost and avoids duplication of services. Emergency Communications services are funded by a countywide sales tax. The City operates a call-taking and dispatch center. The City is reimbursed by Greene County from the sales tax. The City funds the entire cost of the Health Department. Greene County pays the City for the cost of providing services to county residents, and Springfield bears the cost of the service for city residents.

The funding provided by Greene County is outlined in an intergovernmental agreement pertaining to each service. These formulas are applied to the City's estimated cost for the upcoming year.

## Intergovernmental – State of Missouri

The State of Missouri provides funding for transportation, health and road improvements. Numerous grant funds also are channeled through the State. In addition to sharing in funding for roads, Springfield and the State of Missouri have some cooperative road projects that were pre-funded by the City. The State is repaying the City for these projects.

Funding from the State has been relatively stable despite an economic downturn at the State level.

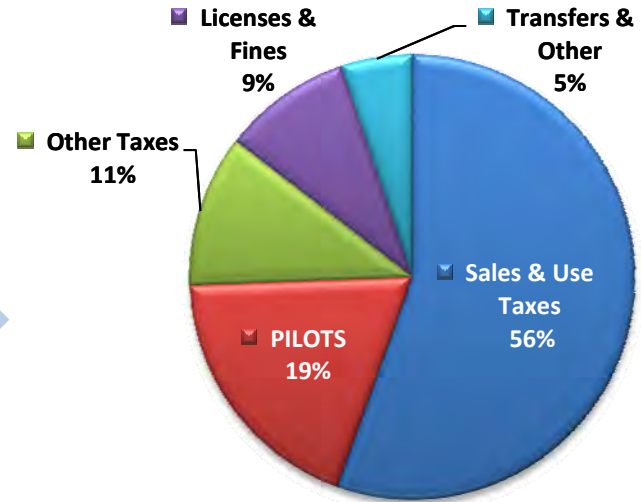
The revenue estimates are based on contracts with the State of Missouri.

We are, however, concerned about the State's budget over the next few years and are hopeful that a budget shortfall at the state will not result in additional unfunded mandates being pushed down to the local level.

## Where the City Gets Its Revenue

2011-12 General Fund \$70.3 million

\$441 per resident



### Police

\$24.0 million

34.1%

\$150 per resident



### Fire

\$16.5 million

23.5%

\$104 per resident



### Public Works

\$6.9 million

9.8%

\$43 per resident



### Administration

\$9.2 million

13.1%

\$58 per resident



### General Expenditures & Transfers

\$8.9 million

12.7%

\$56 per resident



### Planning & Building Development

\$3.3 million

4.6%

\$20 per resident



### Municipal Court

\$1.5 million

2.2%

\$10 per resident

## How the City Allocates Its Money

# Benchmarks

---



*"Working with the Community"*

## General Fund Total Revenue

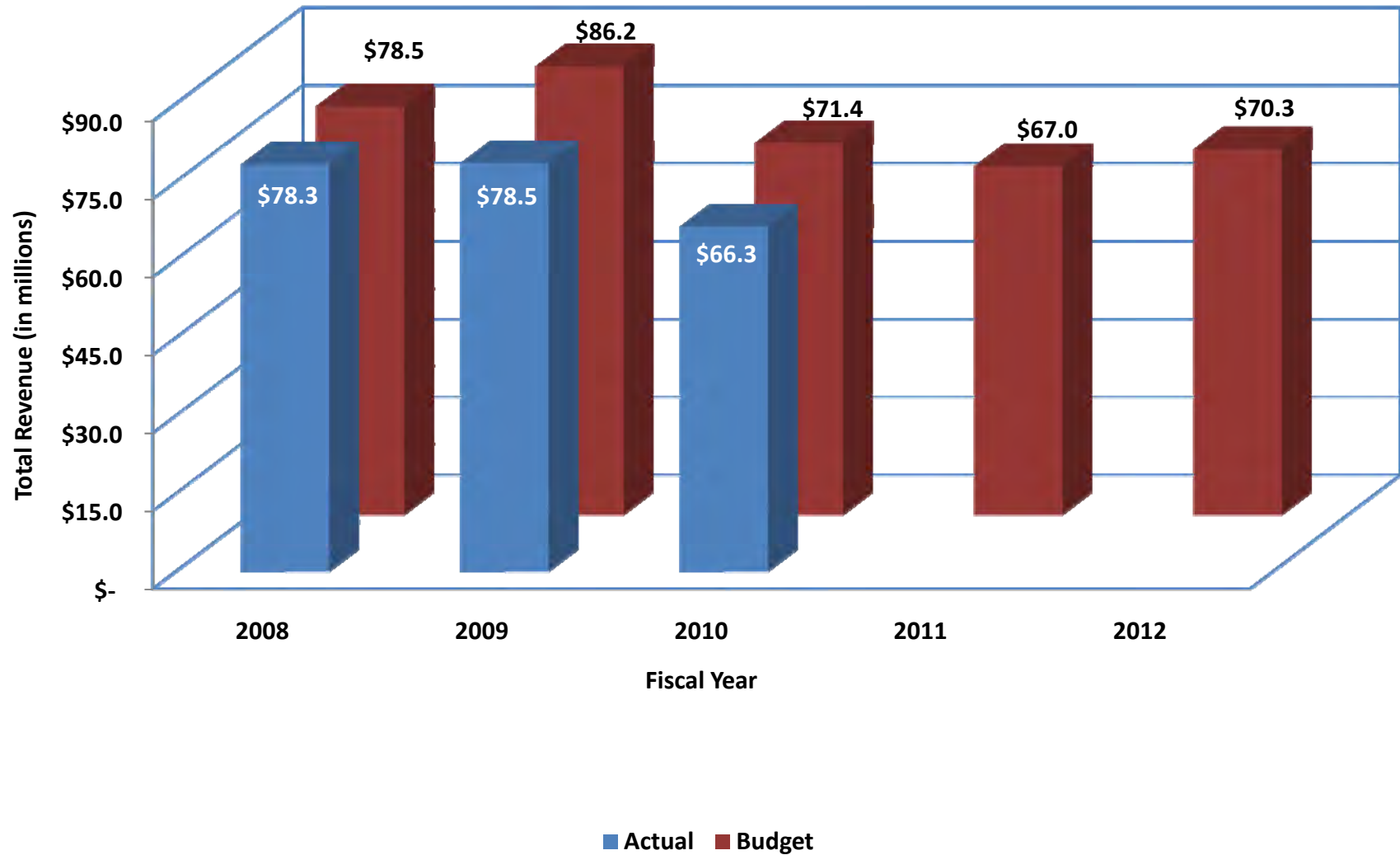
The data for this measurement shows the total budgeted revenue (in red) and the actual amount received (in blue) in the General Fund for all revenue for FY 2008 – FY 2012.

Total revenues are not yet available for FY 2011 or FY 2012.



# City of Springfield, Missouri - 2011-2012 Annual Operating Budget

## GENERAL FUND TOTAL REVENUE Fiscal Years 2008-2012





**“Working with the Community”**

## **APPROPRIATIONS**

---

### **SUMMARY OF EXPENDITURES AND APPROPRIATIONS FOR FY 2012 ALL FUND TYPES**

#### **CITY OF SPRINGFIELD CITY CHARTER**

#### **SECTION 5.8 (2)**

**The budget shall provide:**

**An itemized statement of expenditures recommended by the City Manager for each office, department or agency for the year which the budget is to cover, together with a comparative statement of expenditures for the last completed fiscal year and the year in progress.**

# Appropriations

## Summary of Expenditures and Appropriations (All Fund Types):

	2009-2010 <u>Actual</u>	2010-2011 <u>Adopted</u>	2011-2012 <u>Adopted</u>
<b><u>GENERAL FUND</u></b>			
Building Development Services	\$ 1,852,192	\$ 1,653,607	\$ 1,871,263
City Attorney	1,902,100	1,854,738	1,821,925
City Clerk	353,233	323,297	344,024
City Manager	918,441	676,407	852,528
Finance	2,221,259	2,129,923	2,172,594
Fire	17,916,112	15,984,787	16,520,476
Human Resources	790,956	828,037	975,181
Information Systems	2,299,695	2,394,111	2,672,416
Mayor and City Council	90,222	139,601	135,980
Municipal Court	1,503,280	1,569,921	1,534,962
Non-Departmental	18,390,070	6,922,310	8,890,845
Planning and Development	1,310,673	1,304,599	1,374,090
Police	23,215,997	22,952,187	23,979,237
Public Information Department	334,699	364,789	248,904
Public Works	6,358,672	6,924,891	6,918,660
TOTAL GENERAL FUND	79,457,602	66,023,207	70,313,086
<b><u>SPECIAL REVENUE FUNDS</u></b>			
Art Museum	909,236	1,109,525	1,137,135
Community Improvement Districts	693,338	1,080,473	1,201,212
Convention and Visitors Bureau	2,926,056	2,967,765	2,869,550
Emergency Communications	3,809,880	3,975,980	4,000,360
Hotel/Motel Tax	1,790,415	1,600,000	1,820,000
Law Enforcement Sales Tax	9,348,900	8,488,949	7,458,946
Miscellaneous Special Revenue	701,949	839,662	953,010
Police Special Revenue	1,204,551	1,827,464	1,867,532
Public Health Services	5,336,153	6,142,564	6,184,520
Public Parks	10,431,002	10,327,336	10,322,902
Public Parks City/County Wide Sales Tax	16,151,149	19,295,671	19,585,579
Public Safety Pension Sales Tax 2010	5,594,736	27,283,842	27,532,500
Public Works - Transportation	7,976,101	9,700,000	10,850,000
Road and Bridge Maintenance Fund	1,484,509	1,630,000	1,680,000
Telecable Special Revenue	493,709	562,944	561,795
TOTAL SPECIAL REVENUE FUNDS	68,851,683	96,832,175	98,025,041

	<b><u>2009-2010 Actual</u></b>	<b><u>2010-2011 Adopted</u></b>	<b><u>2011-2012 Adopted</u></b>
<b><u>GRANT REVENUE FUNDS</u></b>			
Community Development	3,678,963	5,575,414	5,650,876
Fire Grants	N/A	556,204	608,780
Other Grants	5,795,855	3,613,963	3,717,891
Park Grants	554,415	913,955	876,762
WIC Program	1,277,682	1,343,000	1,450,000
Workforce Development	6,832,232	4,616,389	6,146,280
TOTAL GRANT REVENUE FUNDS	<u>18,139,147</u>	<u>16,618,924</u>	<u>18,450,588</u>
<b><u>CAPITAL PROJECTS FUNDS</u></b>			
Capital Improvements Sales Tax	9,180,153	14,469,601	13,766,250
Developer Agreement Projects	64,100	-	35,000
Public Works/Other Improvements	7,714,906	555,000	555,000
TOTAL CAPITAL PROJECTS FUNDS	<u>16,959,159</u>	<u>15,024,601</u>	<u>14,356,250</u>
<b><u>DEBT SERVICE FUNDS</u></b>			
Certificates of Participation	539,835	520,000	867,000
Excess Reserves	-	-	-
General Obligation Bonds	1,362,840	1,556,000	1,592,925
Leasehold Revenue Bonds	15,764,376	11,784,208	13,128,141
Special Obligation Bonds	1,638,877	4,300,901	5,067,000
TOTAL DEBT SERVICE FUNDS	<u>19,305,927</u>	<u>- 18,161,109</u>	<u>- 20,655,066</u>
<b><u>ENTERPRISE FUNDS</u></b>			
Airport	24,935,922	25,799,000	30,055,000
Golf	3,418,689	3,196,000	3,000,000
Clean Water Services	33,975,431	27,415,000	28,565,000
Solid Waste	6,309,707	6,575,000	5,955,000
TOTAL ENTERPRISE FUNDS	<u>68,639,749</u>	<u>62,985,000</u>	<u>67,575,000</u>
<b><u>INTERNAL SERVICE FUNDS</u></b>			
Printshop	269,570	249,969	250,814
Self-Insurance	1,805,385	3,334,031	3,795,618
Service Center	3,365,307	3,900,000	4,000,000
TOTAL INTERNAL SERVICE FUNDS	<u>5,440,263</u>	<u>7,484,000</u>	<u>8,046,432</u>
<b>TOTAL ALL FUND TYPES</b>	<u><u>\$ 276,793,528</u></u>	<u><u>\$ 283,129,016</u></u>	<u><u>\$ 297,421,464</u></u>

# Schedule of Projected Changes in Fund Balance for Fiscal Year 2011-12

<b>Fund</b>	<b>Estimated Beginning Balance*</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Projected Ending Balance**</b>	<b>Percent Change in Fund Balance</b>
<b>General Fund:</b>					
General Fund	\$ 12,740,370	\$ 70,313,086	\$ 70,313,086	\$ 12,740,370	0.00%
Total General Fund	\$ 12,740,370	\$ 70,313,086	\$ 70,313,086	\$ 12,740,370	
<b>Special Revenue Funds:</b>					
Art Museum	\$ 1,210,317	\$ 1,137,135	\$ 1,137,135	\$ 1,210,317	0.00%
Community Improvement Districts	6,414	1,201,212	1,201,212	6,414	0.00%
Convention and Visitors Bureau	230,387	2,869,550	2,869,550	230,387	0.00%
Emergency Communications	51,833	4,000,360	4,000,360	51,833	0.00%
Hotel/Motel Tax	81,910	1,820,000	1,820,000	81,910	0.00%
Miscellaneous Special Revenue	4,761,223	873,010	953,010	4,681,223	-1.68%
Parks Sales Tax	4,495,122	19,535,579	19,585,579	4,445,122	-1.11%
Police Special Revenue	793,723	1,867,532	1,867,532	793,723	0.00%
Public Health Services	256,060	6,104,520	6,104,520	256,059	0.00%
Public Parks	148,804	10,281,355	10,322,902	107,257	-27.92%
Public Works - Transportation	6,471,387	9,250,000	10,850,000	4,871,388	-24.72%
Road and Bridge Maintenance Fund	3,361,096	1,680,000	1,680,000	3,361,096	0.00%
Telecable Special Revenue	820,280	520,000	561,795	778,485	-5.10%
Total Special Revenue Funds	\$ 22,688,556	\$ 61,140,253	\$ 62,953,595	\$ 20,875,214	
<b>Grant Funds:</b>					
Community Development Grants	\$ 84,508	\$ 5,650,875	\$ 5,650,876	\$ 84,508	0.00%
Fire Grants	-	608,780	608,780	0	0.00%
Other Grants	83,469	3,717,891	3,717,891	83,468	0.00%
Parks Grants	4,002	876,762	876,762	4,002	0.00%
WIC Program	81,125	1,390,000	1,450,000	21,125	-73.96%
Workforce Development	247,273	6,146,280	6,146,280	247,273	0.00%
Total Grant Funds	\$ 500,376	\$ 18,390,588	\$ 18,450,588	\$ 440,375	
<b>Capital Project Funds:</b>					
Capital Improvement Sales Tax	\$ 37,462,014	\$ 13,766,250	\$ 13,766,250	\$ 37,462,014	0.00%
Developer Agreement Projects	-	35,000	35,000	-	0.00%
Public Works/Other Improvements	2,545,087	555,000	555,000	2,545,087	0.00%
Total Capital Project Funds	\$ 40,007,101	\$ 14,356,250	\$ 14,356,250	\$ 40,007,101	
<b>Debt Service Funds:</b>					
Certificates of Participation	\$ 947,568	\$ 459,000	\$ 867,000	\$ 539,568	-43.06%
General Obligation Bonds	7,538,022	1,592,925	1,592,925	7,538,022	0.00%
Leasehold Revenue Bonds	27,394,506	10,943,201	13,128,141	25,209,566	-7.98%
Special Obligation Bonds	5,624,687	4,802,000	5,067,000	5,359,687	-4.71%
Total Debt Service Funds	\$ 41,504,783	\$ 17,797,126	\$ 20,655,066	\$ 38,646,843	
<b>Enterprise Funds:</b>					
Airport	\$ 120,612,110	\$ 22,473,000	\$ 30,055,000	\$ 113,030,110	-6.29%
Golf	2,666,718	3,000,000	3,000,000	2,666,718	0.00%
Clean Water Services	215,411,567	26,000,000	28,565,000	212,846,567	-1.19%
Solid Waste	10,409,281	5,925,000	5,925,000	10,409,281	0.00%
Total Enterprise Funds	\$ 349,099,676	\$ 57,398,000	\$ 67,545,000	\$ 338,952,676	
<b>Internal Service Funds:</b>					
Print Shop	\$ 7,294	\$ 250,814	\$ 250,814	\$ 7,294	0.00%
Self-Insurance	(868,886)	3,795,618	3,795,618	(868,886)	0.00%
Service Center	587,825	4,000,000	4,000,000	587,825	0.00%
Total Internal Service Funds	\$ (273,767)	\$ 8,046,431	\$ 8,046,431	\$ (273,767)	

## Schedule of Projected Changes in Fund Balance for Fiscal Year 2011-12

---

\*Estimated Beginning Fund Balance is the ending fund balance per the Comprehensive Annual Financial Report for the Year Ended June 30, 2010 adjusted by the budgeted revenues and expenditures for the 2010-2011 fiscal year to arrive at an estimated beginning fund balance as of July 1, 2011.

\*\*Projected Ending Fund Balance as of June 30, 2012.

Fund Balance is the difference between a fund's assets and liabilities. These unexpected funds roll forward from one fiscal year to the next. As part of the City's budget policy, fund balance is to be maintained at a level of 8-10% of our operating funds budget. Fund balances can be classified into three categories: (1) designated, (2) contingency, or (3) undesignated. Designated fund balance is money that is "earmarked" or "designated" for a specific purpose. Examples may include employee merit increases, debt service obligations, or approved capital improvement projects. These amounts are not available for appropriation and in some cases may be legally restricted by outside parties for use for specific purposes. Contingency fund balance is money that is reserved or set aside for "rainy day" scenarios such as cash flow problems, unanticipated expenses, economic downturns or natural disasters. Undesignated fund balance is the amount available for appropriation throughout the year.

### Explanation of Changes in Fund Balance Greater than 10%:

#### Transportation Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$1,600,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2011-12 fiscal year to pay for resurfacing more lane miles and purchase much needed capital equipment. The Transportation Fund has adequate reserves to handle any shortfalls that may occur in the 2011-12 fiscal year.

#### Public Parks:

Expenditures in this fund are projected to exceed revenues by approximately \$41,547, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2011-12 fiscal year to pay for maintenance supplies.

#### WIC Program:

Expenditures in this fund are projected to exceed revenues by approximately \$60,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2011-12 fiscal year to make up for grant shortfalls.

#### Certificates of Participation:

Expenditures in this fund are projected to exceed revenues by approximately \$408,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund, set aside in prior years, is being used in the 2011-12 fiscal year to pay for PIC West debt.



**“Working with the Community”**





## **FINANCIAL POLICIES**

# Financial Policies

---

## Background

The following general principles should be followed in the financial management of the City of Springfield and in the development of the annual budget. These policies have been developed to guide the City in delivering a consistent level of service, maintaining a stable financial position and an equitable tax structure.

The discussion of these policies will provide more information to citizens, Council members, and city employees – all interested stakeholders in the budget. Communications with these groups will improve understanding of the resource allocation decisions and will promote accountability.

## FINANCIAL PLANNING POLICIES

### Balanced Budget

To provide for a continuing level of government services and financial stability, the City of Springfield operates with a balanced operating budget that supports current expenditures with current revenues. Current revenues are defined as taxes, charges and fees, intergovernmental revenue, interest, and other miscellaneous revenue. Current expenditures are defined as personnel, supplies, services and general operating equipment. The operating budget does not include major capital equipment and capital improvement projects. These projects and costs are included in the six-year Capital Improvement Program (CIP).

The City is committed to meeting this policy under normal circumstances. It is recognized there may be times when it is advisable and necessary to use the cash reserves to balance the operating budget. If the annual budget requires the use of fund balance to match operating revenue and expenses, the amount of the fund balance used and the purpose for which it is appropriated shall be identified in the annual budget message.

### Asset Inventory

The City Council and management of the City of Springfield recognize an accurate inventory of major

capital assets and regular maintenance are important elements of the capital improvement plan. The Public Works Department maintains a database of all major capital assets within the City of Springfield. The database includes a complete inventory and condition assessment of major capital assets. The condition assessment is performed and recorded on a regular basis. This assessment is used to determine the replacement and maintenance schedule for the assets. This schedule is coordinated with available funding as part of the development of the annual budget and the Capital Improvements Program.

## REVENUE POLICIES

### Diversification of Revenue

Sales tax is the primary source of revenue for the City of Springfield. Sales tax comprises 52% of the revenue for the General Fund and is a major source of revenue for capital improvements and law enforcement. A more diversified revenue base is desirable.

When a new revenue source or a change in fees is considered, the effect of this change will have on the balance of the revenue structure shall be considered. The City will continue to look for sources of revenue to improve the diversification in the revenue structure.

### Charges for Municipal Services

The City of Springfield charges fees for municipal services that are voluntary in nature and benefit specific individuals. The most efficient use of City resources is achieved when the fee for these services pays for the cost of providing the service. When determining the charges for municipal services, the goal is to maximize cost recovery consistent with City Council direction. The following guidelines shall be used in evaluation of fees.

- The Finance Department shall review charges for municipal services annually.

# Financial Policies

---

- Any efficiencies that are achieved in the delivery of services shall be accompanied by a reduction in the fee for providing the service. The review process shall not provide an automatic mechanism for passing along inefficiencies that may exist in the system.
- Recommended fee increases shall be subject to an annual cap equal to the percentage change in the CPI. In a situation of “under-recovery”, the maximum increase shall be 10% plus the percentage increase in the CPI. In cases where cost recovery is 50% or less, a maximum of 20% plus the percentage increase in the CPI may be phased in until cost recovery percentages reach 75%. In instances where “under-recovery” of cost is occurring and the fee in question is \$30 or less, an increase to reach 100% cost recovery is acceptable, regardless of the percentage change in the fee from the prior year.
- Changes related to ordinance violations may be adjusted annually as necessary to maintain full cost recovery.
- Proposed changes to fees will be available for public review, and when appropriate, staff will work with community/citizen groups, such as the Development Issues Input Group (DIIG).

## Non-Recurring Revenue

Generally, annual revenue of the City can be classified as either recurring or non-recurring. Examples of recurring revenue are sales tax, property tax and fees for services. Although the level of revenue may be subject to economic conditions, it is certain to be available from year to year. One-time revenue or non-recurring revenue may be generated from grants, refunding of debt, the sale of fixed assets or other sources. This revenue may be available for more than one year, but is not considered a permanent source of funding.

In order to insure the City of Springfield is able to provide a consistent level of services, and to avoid disruptive effects on the community, the use of non-recurring or one-time revenue should generally be limited to non-recurring expenses. Examples of proper use of this revenue are land acquisition, major capital purchases, start up costs for new programs, and stabilization funds for short periods of time when expenditures exceed revenue. Major capital expenditures that will significantly increase operating expenses should have a long-term sustainable revenue source. Grant applications should be based on meeting the City’s needs, not just the availability of grant funds. Many capital expenditures are funded by a dedicated tax, such as the ¼ cent capital improvement tax. In these cases, the proposed expenditure is reviewed to confirm it is on the list of voter approved projects.

## Use of Unpredictable Revenues

Sales tax is a major revenue source for the City’s general fund, generating approximately 47% of total revenue. Sale tax revenue is dependent on such factors as the local and national economy, energy prices, the availability of local retail opportunities, and Springfield’s role as a regional economic center. Because of this volatility, the Finance Department monitors sales tax revenue very closely. Each month, the revenue is compared to the budget estimate and to the revenue collected the prior year. Variances over 5% are researched to determine if the differences are related to the timing of the collections or a decrease in retail activity. If sales tax revenue exhibits a consistent downward or flat trend, the Finance Department will analyze the total General Fund revenue and expense and consult with the City Manager’s Office. Departments may be asked to limit expenses for the remainder of the fiscal year and/or other actions may be initiated. The General Fund operating reserve may also be utilized to cover a revenue shortfall.

# Financial Policies

---

## EXPENDITURE POLICIES

### Undesignated Reserves

The City recognizes the need to maintain adequate cash reserves and to provide an appropriate level of service funded from annual revenues. In order to balance these needs, and to maintain the City's credit rating, an unreserved fund balance of 8% to 10% of operating revenues will be maintained in the General Fund. In addition to providing financial stability, the unreserved fund balance provides the City with resources to achieve its objectives and the flexibility to respond to unexpected opportunities or expenses.

The unreserved fund balance may exceed 10%. If the unreserved fund balance exceeds 10%, the difference may be used for the following purposes;

- One-time expenditures that do not increase the City's operating budget
- Implementation of new programs or other projects that will be self-funding or can be fully supported by the operating budget within three years
- Funding during periods of economic decline
- Emergencies

If the unreserved fund balance falls below 8% of operating revenues, a recommendation shall be developed to restore the fund balance to the appropriate level within two years.

### Enterprise Funds and Special Revenue Funds

Enterprise Funds and Special Revenue Funds of the City of Springfield will maintain a positive retained earnings position and shall provide sufficient reserves for emergencies and reserve shortfalls.

### Internal Service Funds

The City of Springfield shall not regularly maintain a positive retained earnings position in internal service funds. If an internal service fund begins to

accumulate a significant amount of retained earnings, the City's performance auditor shall undertake a comprehensive analysis of the associated fee structure.

### Debt Service Funds

The City shall maintain sufficient reserves in debt service funds, which equal or exceed the reserves required by bond ordinances.

### Compensation

The City of Springfield recognizes the ability to provide quality services to the community is directly related to the quality of the City's employees. And the quality of the employees is directly related to the City's ability to recruit and retain high-quality personnel. Competitive pay and benefits are a major factor in attracting and retaining qualified employees.

The City of Springfield will survey employee pay and benefits of local organizations and several other cities having characteristics similar to Springfield ("Benchmark Cities"). The goal is to be competitive with the benchmarked cities and the local market. Generally, the City tries to keep salaries in the middle third of the benchmarked cities range.

The City of Springfield shall maintain salaries and benefits in the range of 73% to 77% of the operating budget.

### Cost Effective Services

The City will seek the best service level at the least cost through City forces, private sector contracts or Not-for-Profit (NFP) contracts. Contracts for significant private sector services will include a formal process that insures a level playing field for the private sector to submit competitive bids. Evaluating the need for NFP contracts will include how well they complement or extend current City services and how well they fill an under-met City priority or community need that is not otherwise being met. Any contracts with NFP will include: specific services to be provided; number of volunteer hours; community financial support; and

# Financial Policies

---

the requirement of annual financial services and accomplishments report. The City has recently implemented an application process for non-profits seeking funding. During years when funds are available, funds will be awarded based on established criteria and subject to appropriation in the annual budget.

## Budgetary Compliance

The City of Springfield is required by the City Charter to have an existing appropriation before expenditures can be made. The Finance Department maintains controls to prohibit a department from spending in excess of their annual budget. Departments may transfer appropriations between expenditure categories with the exception of salary and benefits.

The Budget and Evaluation division of the Finance Department is responsible for analyzing actual revenue and expenses, and monitoring compliance with the operating budget. Each department is assigned a budget analyst. The analyst reviews the department's monthly budget, communicates budget concerns to the department and processes administrative budget adjustments, if needed. Monthly, a revenue and expense analysis is prepared for the City Manager's Office and is available for City Council. This report compares actual revenue and expenses to budget and highlights any issues for concern.

## Major Capital Assets

The Public Works Department maintains a database of all major capital assets within the City of Springfield. The database includes a complete inventory and condition assessment of major capital assets. A condition assessment is performed and recorded on a regular basis. This assessment is used to determine the replacement and maintenance schedule for the assets. This schedule is coordinated with available funding as part of the development of the annual budget.

## Use of Unpredictable Revenues

Sales tax is a major revenue source for the City's General Fund. Sales tax is subject to many factors, such as the local and national economy, the availability of retail opportunities, and Springfield's role as a regional economic center. Because of this volatility, the Finance Department monitors sales tax revenue very closely. Each month, the revenue is compared to the budget estimate and to the revenue collected the prior year. Springfield's trends are compared to other municipalities in the state.



**“Working with the Community”**

## **DEBT SERVICE**

---

### **SUMMARY OF DEBT SERVICE REQUIREMENTS FOR ALL OUTSTANDING INDEBTEDNESS**

#### **CITY OF SPRINGFIELD CITY CHARTER**

#### **SECTION 5.8 (3)**

**The budget shall provide:**

**A statement of the amount required for the payment of interest, amortization and redemption charges on the debt of the City.**

# Financial Policies

---

## DEBT POLICY

### Purpose

The City recognizes the foundation of a well-managed debt program is a comprehensive debt policy. A debt policy is an important tool to insure the appropriate use of the City's resources to meet the commitment to provide services to a community and to maintain sound financial management practices. These policies are guidelines for general use and allow for extraordinary circumstances. The primary objectives of this policy are to:

- Demonstrate a commitment to long-term financial planning objectives
- Promote continuity and consistency in the decision-making process
- Provide guidance to decision makers regarding the timing and purpose for which debt may be issued
- Minimize interest expense and cost of issuance
- Maintain the highest credit rating possible

### Debt Affordability Analysis

The following factors shall be considered when evaluating debt capacity:

- Statutory and constitutional limitations on the amount of debt that can be issued
- Requirements of bond covenants
- Revenue projections and reliability of revenue sources to repay debt
- Projections of the City's financial performance, such as revenues and expenditures, net revenue available for debt service, and unreserved fund balance levels
- Measures of debt burden, such as net bonded debt per capita, net bonded debt as a percent of assessed value, and ratio of debt service to expenditures

## Types of Debt

Debt financing shall be used by the City of Springfield to fund infrastructure improvements and acquire capital assets that cannot be acquired from either current revenues or fund balance. Debt financing shall include general obligation bonds, revenue bonds and other obligations permitted under Missouri law. The City will select a financing technique that provides for the lowest total cost consistent with acceptable risk factors and the principles of equity, effectiveness and efficiency.

The City intends to include in the annual operating budget a sufficient amount to fund ongoing maintenance needs and to provide for periodic replacement consistent with the philosophy of maintaining capital facilities and infrastructure to maximize the useful life. The repayment terms should not exceed the useful life of the improvement.

## Capital Improvements Program (CIP)

The City's Capital Improvements Program is a multi-year plan that prioritizes the City's capital needs over a six-year period. The process encourages citizen input to identify projects that are consistent with the community's goals and needs. The identified needs are balanced with available funding. The major funding sources for capital projects are the capital improvements sales tax, transportation sales tax and property tax. Other essential funding sources are cost sharing agreements with other governmental agencies, public-private partnerships and grants. The City's Capital Improvements Program balances pay-as-you-go funding with debt financing.

## Short-Term Borrowing

Short-term obligations, such as bond anticipation notes (BANS), may be used to finance projects for which the City ultimately plans to issue long-term debt. The BANS will provide interim financing, which will eventually be refunded with the proceeds of the long-term obligations. Interim financing may also be appropriate when long-term interest rates are expected to decline in the future.



# Financial Policies

---

## General Obligation Bonds

Long-term general obligation bonds shall be issued to finance capital improvements for purposes set forth by the voters in bond elections. The City is committed to completing the specific projects approved in a referendum election. In accordance with the City Charter, all general obligation bonds will be sold competitively. The City's full faith and taxing authority are irrevocably pledged to the timely payment of principal and interest of general obligation bonds.

## Revenue Bonds

Revenue bonds are limited liability obligations. The security for the bond is a pledge of a specific revenue stream. While these obligations are not backed by the City's full faith and credit, the City of Springfield recognizes the moral commitment made to bond holders and the importance of timely principal and interest payments on the City's credit rating.

## Public Benefit Corporation

The City has two non-profit public benefit corporations. The corporations issue bonds for City facilities and infrastructure. The bonds are paid solely from lease payments made by the City to the corporations and are not obligations of the City; however, the City recognizes its moral commitment to make timely principal and interest payments.

Financing improvements through the public benefit corporations provides the City greater flexibility in implementing the projects within the Capital Improvement Program and provides an orderly matching of cash collections with expenditures.

## Structural Features

### Capital Interest

Capitalization of interest (using borrowed funds to pay interest on a debt obligation) provides a means

of mitigating the immediate impact of new debt until the financed facilities are in full operation. This practice will be limited to interest on debt during construction and the start-up period for revenue generating facilities. Capitalized interest will generally be limited to four years or less. However, if there is a large-scale project, this period may be adjusted to reflect the needs of the project.

## Credit Enhancement

Credit enhancements such as bond insurance, letters of credit, and surety bonds guarantee timely payment of principal and interest. The use of credit enhancement results in a higher rating, thereby lowering the cost of the debt. Credit enhancement will be used when more than the cost of the credit enhancement reduces the net debt service on the bonds.

## Premiums

The City's bonds may be sold at a discount or premium in order to market bonds more effectively, achieve interest savings, or meet other financing objectives.

## Refunding of Existing Debt

Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered when the analysis indicates the potential for present value savings of approximately 5% of the principal being refunded. Refunding will also be considered when there is a need to modify covenants essential to operations and management.

The City may choose to refund outstanding indebtedness when existing bond covenants or other financial structures impinge on prudent and sound financial management. Savings requirements for current or advance refunding may be waived by the City Manager upon finding that such a restructuring is in the City's overall best financial interest.

# Financial Policies

---

## Conduit Financings

Conduit financings are securities issued by a government agency to finance a project of a third party such as a non-profit organization or other private entity. The City may sponsor conduit financings for activities such as economic development that have a general public purpose and are consistent with the City's overall policy objectives. Unless a compelling public policy rationally exists, such conduit financings will not in any way pledge the City's faith and credit.

## Management Practices

### Bond Counsel

The City will retain outside bond counsel for all debt issues. All obligations issued by the City will include a written opinion as to the legality and tax-exempt status of the obligation. The City will seek the advice of bond counsel on all other types of financing and any questions involving federal tax issues or arbitrage law.

### Financial Advisor

The City will retain the services of a financial advisor. The financial advisor will assist on the structuring of the obligations to be issued, inform the City of available options and advise the City on the timing and marketability of the obligations.

### Investment of Bond Proceeds

Investment of bond proceeds shall be consistent with those authorized by state law and City investment policy. Interest earned on bond proceeds may be used for the financed project.

### Rating Agency Relations

The City seeks to maintain the highest credit rating possible for all categories of debt that can be obtained without compromising the delivery of basic city services and achievement of City policy objectives. Full disclosure of operations will be

made to bond rating agencies. The City staff, with the assistance of a financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies. City staff will maintain open communications with the rating agencies, informing them of major financial events in the City. The Comprehensive Annual Financial Report shall be distributed to the rating agencies after it has been accepted by City Council.

## Continuing Disclosure

The City is committed to meeting secondary disclosure requirements on a timely and comprehensive basis. Official statements and Comprehensive Annual Financial Reports will meet the continuing disclosure standards set by Municipal Standards Rule Making Board (MSRB), the Government Accounting Standards Board (GASB), the Securities and Exchange Commission (SEC) and Generally Accepted Accounting Practices (GAAP). The Department of Finance shall be responsible for providing ongoing disclosure information to established national repositories and for compliance with disclosure standards set by state and national regulatory bodies.

## Arbitrage

Federal arbitrage legislation is intended to discourage entities from issuing tax-exempt obligations unnecessarily. In compliance with the spirit of the legislation, the City will issue obligations as close to the time the contracts are expected to be awarded as possible.

Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, the Finance Department shall contract for arbitrage rebate services. The City's bond counsel and financial advisor shall review in advance any arbitrage rebate payments and forms sent to the Internal Revenue Service.

# Financial Policies

---

## Legal Debt Margin

The constitution of the State of Missouri limits the amount of general obligation and special assessment debt a municipality may issue to 30% of the assessed value of property. In 2010, assessed value in the City of Springfield was \$2,580,538,000. Springfield's outstanding debt may not exceed \$774,161,000. The City is not in danger of exceeding the legal debt margin.

Assessed Value - 2010	\$ 2,580,538,000
Debt Limit 30% of Assessed Value	\$ 774,161,000
Less Outstanding Debt Subject to Limitation	<u>\$ 3,307,000</u>
Debt Margin	\$ 770,854,000

# Debt Service

## 2011-12 Requirements:

### GENERAL OBLIGATION BONDS

	Original Issue	Principal Outstanding July 1, 2011	Principal	Interest and Fees
General Obligation Sewer Improvement Bonds, Series 2001B	3,000,000	1,865,000	145,000	90,000
General Obligation Sewer Improvement Bonds, Series 2003	3,050,000	1,820,000	200,000	70,000
General Obligation Sewer Improvement Bonds, Series 2005A	3,950,000	2,625,000	250,000	96,000
General Obligation Sewer Improvement Bonds, Series 2005B	4,000,000	2,745,000	260,000	109,000
General Obligation Sewer Improvement Bonds, Series 2010	3,335,000	3,145,000	195,000	89,000
Lone Pine Neighborhood Improvement District	675,000	485,000	30,000	18,000
<b>TOTAL GENERAL OBLIGATION BONDS</b>	<b>18,010,000</b>	<b>12,685,000</b>	<b>1,080,000</b>	<b>472,000</b>

### LEASE HOLD REVENUE BONDS

Public Building Corporation Leasehold Improvement Series 2004 Refunded 1995 (Parks Improvement)	3,360,000	168,248	38,698	11,571
Public Building Corporation Leasehold Revenue Bonds Series 1998 (Jordan Valley Park)	8,500,000	5,775,000	565,000	304,000
Public Building Corporation Leasehold Revenue Bonds Series 2000A (Jordan Valley Park)	5,916,467	5,756,467	50,000	107,000
Public Building Corporation Leasehold Revenue Bonds Series 2002 (Capital Improvements Projects)	8,555,000	3,880,000	585,000	174,000
Public Building Corporation Leasehold Revenue Bonds Series 2002A (JVP Exposition Center)	19,375,000	18,550,000	445,000	860,000
Public Building Corporation Leasehold Revenue Bonds Series 2002B (Baseball Stadium)	6,130,000	5,270,000	165,000	399,000
Public Building Corporation Leasehold Revenue Bonds Series 2002C (Jordan Valley Park)	5,470,000	4,630,000	145,000	350,000
LCRA, Series 2003 University Plaza	7,955,000	5,640,000	520,000	289,000
Public Building Corporation Leasehold Revenue Bonds Series 2003 Recreation Ice Taxable	10,440,000	8,800,000	355,000	200,000
LCRA, Series 2004 SBDL Variable Rate Taxable Revenue Bonds	3,490,000	1,940,000	235,000	115,000
Public Building Corporation Leasehold Revenue Bonds Series 2004 Capital Improvements Projects	21,736,256	16,513,332	928,333	834,667
Public Building Corporation Leasehold Revenue Bonds Series 2004 Police Headquarters	2,229,466	1,696,668	96,667	89,333
Public Building Corporation Leasehold Revenue Bonds Series 2005A Capital Improvement Projects	5,705,000	3,855,000	370,000	153,000
Public Building Corporation Leasehold Revenue Bonds Series 2005B Cooper Tennis	2,800,000	2,200,000	120,000	94,000
Public Building Corporation Leasehold Revenue Bonds Series 2006 Storm Water Improvements	6,520,000	6,020,000	100,000	260,000
Public Building Corporation Leasehold Revenue Bonds Series 2007 Storm Water Improvements	8,730,000	7,625,000	340,000	357,000
Public Building Corporation Leasehold Revenue Bonds Series 2009 Storm Water Improvements	5,005,000	4,635,000	195,000	188,000
<b>TOTAL LEASE HOLD REVENUE BONDS</b>	<b>131,917,189</b>	<b>102,954,715</b>	<b>5,253,698</b>	<b>4,785,571</b>

	Original Issue	Principal Outstanding July 1, 2011	Principal	Interest and Fees
<b><u>CERTIFICATES OF PARTICIPATION</u></b>				
Certificates of Participation, Series 2001				
Partnership Industrial Park - West	4,080,000	845,000	845,000	22,000
Certificates of Participation, Series 2007				
Equipment Lease Purchase	748,900	240,914	158,966	7,454
Capital Lease Purchase, 2007 - Service Center Fuel Tanks	306,000	198,686	29,752	8,084
Capital Lease Purchase, 2008 - Parks Mowers	73,720	31,377	15,348	1,122
Capital Lease Purchase, 2011 - Parks Mowers	123,585	111,957	24,114	2,366
<b>TOTAL CERTIFICATES OF PARTICIPATION</b>	<b>5,332,205</b>	<b>1,427,934</b>	<b>1,073,180</b>	<b>41,026</b>

**ENTERPRISE FUND REVENUE BONDS**

State of Missouri State Revolving Fund Program				
Water Pollution Control, EIERA Series 1990, 1992				
1994, and 1998 (Sewerage System)	40,355,000	4,006,000	809,000	296,000
State of Missouri State Revolving Fund Program				
Sewer Control, EIERA Series 2002B	43,625,000	38,940,000	995,000	2,380,000
State of Missouri State Revolving Fund Program				
Sewer Control, EIERA Series 2005A	7,110,000	6,710,000	100,000	400,000
State of Missouri State Revolving Fund Program				
Sewer Control, EIERA Series 2007A	7,855,000	7,045,000	295,000	355,000
Special Obligation Bonds - State of Missouri -				
Direct Loan Program, Series 2010	13,000,000	13,000,000	551,700	258,300
Public Building Corporation Leasehold Improvement				
Revenue Series 2004 Refunded 1995 (Trunk Sewer)	1,975,000	98,900	22,747	5,074
Public Building Corporation Leasehold Improvement				
Revenue Series 2004 Refunded 1995 (Golf)	4,650,000	232,848	53,556	11,945
Public Building Corporation Leasehold Revenue Bonds				
Series 2006 Airport-Mid Field Terminal Project	96,885,000	88,925,000	1,865,000	4,194,000
Public Building Corporation Leasehold Revenue Bonds				
Series 2009 Airport Rental Car Facility	6,955,000	6,555,000	230,000	387,000
<b>TOTAL ENTERPRISE FUND REVENUE BONDS</b>	<b>222,410,000</b>	<b>165,512,748</b>	<b>4,922,003</b>	<b>8,287,319</b>

**SPECIAL OBLIGATION BONDS**

City of Springfield Special Obligation Bonds				
Series 2007 - Crime Lab	4,525,000	1,700,000	1,700,000	25,000
City of Springfield Special Obligation Bonds				
Series 2007 - Heers Parking Garage	5,745,000	5,735,000	10,000	260,000
City of Springfield Special Obligation Bonds				
Series 2007 - College Station Parking Garage	10,930,000	10,280,000	320,000	459,000
City of Springfield Special Obligation Refunding Bonds				
Series 2010 Refunded 1999				
(Storm Water/Warning System/Firestations)	16,000,000	10,535,000	980,000	341,000
City of Springfield Special Obligation Refunding Bonds				
Series 2010 Refunded 2001A (Capital Improvement Projects)	7,885,000	3,550,000	580,000	100,000
City of Springfield Special Obligation Refunding Bonds				
Series 2010 Refunded 2001B (South Side Police Station)	4,005,000	2,665,000	205,000	87,000
<b>TOTAL SPECIAL OBLIGATION BONDS</b>	<b>49,090,000</b>	<b>34,465,000</b>	<b>3,795,000</b>	<b>1,272,000</b>



**“Working with the Community”**



# **HUMAN RESOURCES FULL-TIME EQUIVALENTS**

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
<b><u>GENERAL FUND</u></b>				
Building Development Services				
Director of Building Development Services	D14	1.00	1.00	1.00
Code Administrator	P12	1.00	1.00	0.00
Professional Engineer	P12	2.00	2.00	2.00
Permitting Coordinator	P10	1.00	1.00	1.00
Plan Review Specialist	P10	3.00	3.00	3.00
Code Compliance Investigator*	P10	1.00	1.00	1.00
Electrical Inspector*	P09	3.00	3.00	3.00
Mechanical and Plumbing Inspector	P09	1.00	1.00	1.00
Building Inspector	P09	3.00	3.00	3.00
Senior Inspector	P09	2.00	2.00	2.00
Land Development Inspector	P07	3.00	3.00	3.00
Permitting Services Representative*	P06	5.00	5.00	5.00
Executive Secretary	P05	1.00	1.00	1.00
Administrative Assistant*	P04	1.00	1.00	1.00
Clerical Assistant	P02	0.50	0.50	0.50
Total		28.50	28.50	27.50

\*The Code Compliance Investigator, one Electrical Inspectors, one Permitting Services Representative and the Administrative Assistant positions will be unfunded and remain vacant in fiscal year 2011-12.

City Attorney				
City Attorney	D15	1.00	1.00	1.00
Assistant City Attorney V	P13	7.00	7.00	7.00
Assistant City Attorney III**	P11	2.00	2.00	2.00
Legal Investigator	P07	1.00	1.00	1.00
Litigation Paralegal	P06	5.00	5.00	5.00
Executive Secretary*	P05	1.00	1.00	1.00
Staff Assistant**	P03	2.00	2.00	2.00
Total		19.00	19.00	19.00

\*The Executive Secretary position will be unfunded and remain vacant in fiscal year 2011-12.

\*\*The Assistant City Attorney III and the Staff Assistant positions have been approved for the reclassification process.

City Clerk				
City Clerk	D13	1.00	1.00	1.00
Assistant City Clerk	P08	1.00	1.00	1.00
Administrative Assistant*	P04	3.00	3.00	3.00
Clerical Assistant	P02	0.50	0.50	0.50
Total		5.50	5.50	5.50

\*0.4 of the Administrative Assistant position will be unfunded and remain vacant in fiscal year 2011-12.



# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
City Manager				
City Manager	D00	1.00	1.00	1.00
Deputy City Manager	D17	1.00	1.00	1.00
Assistant City Manager	D16	1.00	1.00	1.00
Executive Assistant	P08	1.00	1.00	1.00
Administrative Asst. to Deputy City Manger	P07	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Executive Secretary*	P05	0.50	0.50	0.50
Administrative Assistant*	P04	1.00	1.00	1.00
Word Processing Operator*	P04	1.00	1.00	1.00
Total		8.50	8.50	8.50

\*0.5 of the Executive Secretary, the Administrative Assistant, and the Word Processing Operator positions will be unfunded and remain vacant in fiscal year 2011-12.

Finance				
Director of Finance	D15	1.00	1.00	1.00
Accounting Manager	P13	1.00	1.00	1.00
Purchasing Agent	P11	1.00	1.00	1.00
Contract Administrator	P10	1.00	1.00	1.00
Financial Analyst**	P09	5.00	5.00	5.00
Licensing Supervisor	P09	1.00	1.00	1.00
Senior Buyer	P09	1.00	1.00	1.00
Accounting Technician	P07	2.00	2.00	2.00
Buyer	P07	3.00	3.00	3.00
License Inspector	P07	4.00	4.00	4.00
Accounting Services Representative*	P06	5.00	5.00	5.00
License Technician	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II*	P05	2.00	2.00	2.00
Licensing Representative	P05	3.00	3.00	3.00
Office Administrator	P05	1.00	1.00	1.00
Accounting Clerk I	P04	1.00	1.00	1.00
Purchasing Assistant	P04	1.00	1.00	1.00
Total		35.00	35.00	35.00

\*One Accounting Services Representative and one Accounting Clerk II positions will be unfunded and remain vacant in fiscal year 2011-12.

\*\*One Financial Analyst position has been approved for the reclassification process.

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Fire				
Fire Chief	D15	1.00	1.00	1.00
Assistant Fire Chief	F13	3.00	3.00	3.00
Battalion Chief	F09	7.00	7.00	7.00
Fire Marshal	F07	6.00	6.00	6.00
Fire Captain	F05	36.00	36.00	36.00
Fire Training Captain*	F05	3.00	3.00	3.00
Truck Company Captain	F05	9.00	9.00	9.00
Fire Equipment Operator	F03	45.00	45.00	45.00
Rescue and Salvage Specialist	F03	18.00	18.00	18.00
Firefighter	F01	84.00	71.00	71.00
Heavy Equipment Technician	C11	0.00	0.00	1.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Total		217.00	204.00	205.00

\*One Fire Training Captain position will be unfunded and remain vacant in fiscal year 2011-12.

Human Resources				
Director of Human Resources	D14	1.00	1.00	1.00
Senior Human Resources Coordinator**	P11	1.00	1.00	1.00
Human Resources Coordinator	P09	0.00	0.00	1.00
Senior Human Resources Specialist	P08	2.00	2.00	2.00
Payroll Coordinator	P07	1.00	1.00	1.00
Human Resources Specialist	P07	4.00	4.00	4.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Payroll & Benefits Assistant	P05	1.00	1.00	1.00
Human Resources Assistant	P04	2.50	2.50	2.50
Office Assistant*	P03	1.00	1.00	1.00
Total		14.50	14.50	15.50

\*The Office Assistant positions will be unfunded and remain vacant in fiscal year 2011-12.

\*\*The Senior Human Resources Coordinator will be underfilled with a Human Resources Coordinator .

Information Systems				
Director of Information Systems	D15	1.00	1.00	1.00
GIS Coordinator	P11	1.00	1.00	0.00
GIS Manager	P11	0.00	0.00	1.00
Network Engineer	P11	1.00	1.00	1.00
Sr. Designer**	P10	0.00	0.00	1.00
Administrative Systems Analyst*	P09	4.00	4.00	4.00

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Information Systems (cont.)				
IS Support Center Coordinator	P09	1.00	1.00	0.00
Help Desk Manager	P09	0.00	0.00	1.00
Senior Database Administrator	P09	1.00	1.00	1.00
Senior System Administrator	P09	0.00	0.00	3.00
Telecom Coordinator	P09	1.00	1.00	1.00
GIS Analyst	P08	1.00	1.00	5.00
Sr. Computer Programmer/Analyst	P08	2.00	2.00	1.00
Computer Programmer/Analyst*	P07	1.00	1.00	1.00
Network Technician	P07	2.00	2.00	0.00
Sr. Computer Technician	P07	2.00	2.00	4.00
Senior Engineering Technician**	P07	0.00	0.00	1.00
Sr. GIS Specialist	P07	3.00	3.00	0.00
System Coordinator**	P07	0.00	0.00	1.00
Computer Technician	P06	1.00	1.00	0.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Total		23.00	23.00	28.00

\*One Administrative Systems Analyst and the Computer Programmer/Analyst position will be unfunded and remain vacant in fiscal year 2011-12.

\*\*Sr. Designer, Senior Engineering Technician and System Coordinator positions have been approved for the reclassification process.

## Mayor and Council

Internal Auditor	D13	1.00	1.00	1.00
Total		1.00	1.00	1.00

## Municipal Court

Chief Judge of the Municipal Court	D14	1.00	1.00	1.00
Municipal Court Judge	P14	1.00	1.00	1.00
Municipal Court Administrator	P12	1.00	1.00	1.00
Computer System Administrator	P09	1.00	1.00	1.00
Clerk of the Municipal Court	P07	1.00	1.00	0.00
Probation Officer	P07	1.00	1.00	1.00
Accounting Services Representative	P06	1.00	1.00	1.00
Deputy Clerk of the Court*	P05	10.00	12.00	13.00
Municipal Court Bailiff	P05	4.00	4.00	4.00
Probation Collections Officer	P05	1.00	1.00	1.00
Court Services Representative	P03	2.00	0.00	0.00
Clerical Assistant	P02	1.00	1.00	1.00
Total		25.00	25.00	25.00

\*Two Deputy Clerk of the Court positions have been approved for the reclassification process.

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Planning and Development				
Director of Planning and Development	D15	1.00	1.00	1.00
Economic Development Director	P14	0.90	0.90	0.90
Planning & Development Manager	P13	0.70	0.30	0.70
Development Economist	P11	0.57	0.57	0.57
Principal City Planner	P11	1.88	2.00	1.78
Community Development Loan Officer	P10	0.10	0.10	0.10
Senior City Planner	P10	5.15	6.32	6.32
Financial Analyst	P09	0.15	0.15	0.15
Associate City Planner*	P08	4.00	3.00	3.00
Cartographer	P07	0.85	0.00	0.00
Assistant City Planner*	P06	0.99	1.37	1.37
Executive Secretary*	P05	1.00	1.00	1.00
Administrative Assistant*	P04	1.40	1.40	1.40
Total		18.69	18.11	18.29

\*One Associate City Planner, one Assistant City Planner, one Administrative Assistant and the Executive Secretary positions will be unfunded and remain vacant in fiscal year 2011-12.

Police				
Police Chief	D15	1.00	1.00	1.00
Police Planning Technician*	P09	1.00	1.00	1.00
Police Services Administrator	P09	1.00	1.00	1.00
Financial Analyst	P09	1.00	1.00	1.00
Computer Forensic Analyst	P09	1.00	1.00	1.00
Latent Print Examiner	P07	1.00	1.00	1.00
Systems Coordinator	P07	1.00	1.00	0.00
Crime Research Analyst	P06	3.00	3.00	3.00
Forensic Evidence Technician	P06	2.00	2.00	2.00
Police Services Shift Leader	P06	4.00	4.00	4.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Web Designer	P06	0.50	0.50	0.50
GIS Technician	P05	1.00	1.00	1.00
Office Administrator	P05	3.00	3.00	3.00
Police Services Representative*	P05	37.50	37.50	38.00
Traffic Services Officer	P05	3.00	3.00	3.00
Administrative Assistant	P04	6.00	6.00	6.00
Office Specialist	P04	1.00	1.00	1.00
Data Entry Clerk*	P03	1.00	1.00	1.00
Clerical Assistant	P02	0.50	0.50	0.00
Police Major	L15	3.00	3.00	3.00
Police Lieutenant	L12	7.00	7.00	8.00

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Police (cont.)				
Police Sergeant	L10	23.00	23.00	25.00
Police Corporal	L05	43.00	43.00	45.00
Police Officer	L02	159.00	159.00	157.00
Total		305.50	305.50	307.50

\*The Police Planning Technician, three Police Services Representatives, and 0.5 of the Data Entry Clerk positions will be unfunded and remain vacant in fiscal year 2011-12.

Public Information Department				
Director of Public Information*	D13	1.00	1.00	1.00
Citizen Service Coordinator	P07	1.00	1.00	1.00
Special Projects Coordinator*	P07	0.50	0.50	0.50
Administrative Assistant	P04	2.00	2.00	2.00
Receptionist*	P03	2.00	2.00	2.00
Total		6.50	6.50	6.50

\*The Director of Public Information, one Receptionist and 0.5 of the Special Projects Coordinator positions will be unfunded and remain vacant in fiscal year 2011-12.

Public Works				
Director of Public Works	D15	1.00	1.00	1.00
Assistant Director of Public Works*	P14	1.25	1.25	1.25
Principal Engineer	P13	1.75	1.75	1.75
Municipal Facilities Superintendent	P12	1.00	1.00	1.00
Professional Engineer*	P12	4.50	4.50	4.50
Financial Officer	P11	1.00	1.00	1.00
Fleet Administrator	P11	0.10	0.10	0.10
PW Operations Supervisor	P11	0.75	0.75	0.75
Right-of-Way Supervisor*	P11	2.00	2.00	2.00
Facilities Specialist	P10	1.00	1.00	1.00
Senior Designer	P10	3.00	3.00	3.00
Supervisor of Survey Operations	P10	1.00	1.00	1.00
Designer	P09	1.00	1.00	1.00
Financial Analyst	P09	0.40	0.40	0.40
Senior Street & Sewer Construction Inspector*	P09	4.00	4.00	4.00
Survey Chief*	P08	3.00	3.00	3.00
Urban Forester*	P08	1.00	1.00	1.00
Accounting Technician	P07	0.40	0.40	0.40
Senior Engineering Technician	P07	2.00	2.00	2.00
Storm Water Technician	P07	1.00	1.00	1.00
Street & Sewer Construction Inspector*	P07	4.00	4.00	4.00
Accounting Services Representative*	P06	0.40	0.40	0.40

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Public Works (cont.)				
Right-of-Way Technician*	P06	1.00	1.00	1.00
Safety Technician	P06	0.30	0.30	0.30
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.40	0.40	0.40
Engineering Technician II*	P05	4.00	4.00	4.00
Mapping & Reprographics Technician	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.75	2.75	2.75
Engineering Technician I*	P04	3.00	3.00	3.00
Municipal Facilities Supervisor	C15	2.00	2.00	2.00
Equipment Maintenance Supervisor	C14	0.50	0.50	0.50
Public Grounds Maintenance Supervisor	C14	1.50	1.50	1.50
Building Maintenance Crew Leader*	C12	1.00	1.00	1.00
Public Works Team Leader	C11	1.00	1.00	1.00
Building Maintenance Craftsworker*	C10	13.00	13.00	13.00
Custodial Working Leader	C08	1.00	1.00	1.00
General Services Working Leader	C08	2.00	2.00	2.00
Grounds Maintenance Crew Leader	C08	2.00	2.00	2.00
Arborist Crew Leader	C08	3.00	3.00	3.00
Equipment Operator II*	C07	5.00	5.00	5.00
Arborist*	C07	4.00	4.00	4.00
Lead Maintenance Worker*	C06	2.00	2.00	2.00
Building Maintenance Worker	C05	5.00	5.00	5.00
Maintenance Worker*	C05	6.40	6.40	6.40
Laborer*	C03	2.00	2.00	2.00
Total		100.40	100.40	100.40

\*0.75 of the Assistant Director of Public Works, one Professional Engineer, one Right-of-Way Supervisor, one Senior Street & Sewer Construction Inspector, one Survey Chief, 0.5 Urban Forester, two Street & Sewer Construction Inspectors, the Accounting Service Representative, the Right-of-Way Technician, three Engineering Technician II, one Engineering Technician I, the Building Maintenance Crew Leader, one Building Maintenance Craftsworker, one Equipment Operator II, one Arborist, two Lead Maintenance Workers, 0.4 Maintenance Worker, and one Laborer position will be unfunded and remain vacant in fiscal year 2011-12.

<b>TOTAL GENERAL FUND</b>	<b>808.09</b>	<b>794.51</b>	<b>802.69</b>
Average Annual Increase (Decrease) 2009-2011		-0.33%	

# Budgeted Positions

## Full-Time Equivalents:

### SPECIAL REVENUE FUNDS

#### Art Museum

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Director of Art Museum	D14	1.00	1.00	1.00
Assistant Director of Art Museum	P11	1.00	1.00	1.00
Curator of Collections	P09	1.00	1.00	1.00
Curator of Exhibits	P09	1.00	1.00	1.00
Museum Educator	P08	1.00	1.00	1.00
Registrar	P07	1.00	1.00	1.00
Preparator	P06	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Librarian	P04	1.00	1.00	1.00
Art Museum Security Officer	P03	2.00	2.00	2.00
Clerical Assistant	P02	0.50	0.50	0.50
Custodian	C01	2.00	2.00	2.00
Total		13.50	13.50	13.50

#### Emergency Communications

Director of Emergency Communications	D14	1.00	1.00	1.00
Asst Director of Emergency Communications**	P11	1.00	1.00	1.00
CAD Operations Coordinator	P09	1.00	1.00	1.00
Computer System Administrator	P09	1.00	1.00	1.00
Telecommunications Supervisor**	P08	3.00	3.00	3.00
Senior 911 Telecommunicator**	P07	6.00	9.00	9.00
911 Telecommunicator* **	P06	59.00	56.00	56.00
Executive Secretary	P05	1.00	1.00	1.00
Total		73.00	73.00	73.00

\*Nine 911 Telecommunicator positions will be unfunded and remain vacant in fiscal year 2011-12.

\*\*Occupational series adjustment will be reviewed in fiscal year 2011-12.

#### Law Enforcement Sales Tax

Assistant City Attorney I*	P09	1.00	1.00	1.00
Crime Research Analyst	P06	1.00	1.00	1.00
Police Services Shift Leader	P06	1.00	1.00	1.00
Investigative Services Supervisor	P06	1.00	1.00	1.00
Police Services Representative	P05	5.00	5.00	5.00
Investigative Services Specialist	P05	3.00	3.00	3.00
Data Entry Clerk	P03	1.00	1.00	1.00
Police Lieutenant	L12	3.00	3.00	2.00
Police Sergeant	L10	7.00	7.00	5.00
Police Corporal	L05	14.00	14.00	12.00
Police Officer	L02	54.00	54.00	41.00
Total		91.00	91.00	73.00

\*The Assistant City Attorney I position has been approved for reclassification.

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
<b>MSU/Drury Substation</b>				
Police Sergeant	L10	1.00	1.00	1.00
Police Officer	L02	9.00	9.00	9.00
Total		10.00	10.00	10.00
<b>Public Health Services</b>				
Director of Public Health and Welfare	D15	1.00	1.00	1.00
Chief Medical Officer	P16	1.00	1.00	1.00
Assistant Director of Health	P14	1.00	1.00	1.00
Environmental Health Administrator	P12	1.00	1.00	1.00
Health Program Administrator	P12	2.00	2.00	2.00
Air Quality Control Coordinator	P10	1.00	1.00	1.00
Environmental Community Health Planner	P10	1.00	1.00	1.00
Fiscal Administrator	P10	1.00	1.00	1.00
Nurse Coordinator	P10	1.00	1.00	1.00
Coordinator of Epidemiological Services	P09	1.00	1.00	1.00
Health Data Analyst	P09	1.00	1.00	1.00
Health Educator	P09	1.00	0.00	0.00
Public Health Nurse	P09	5.00	5.00	5.00
Public Health Investigator III	P09	2.00	2.00	0.00
Sr Public Health Investigator	P09	0.00	0.00	2.00
Senior Lab Scientist	P09	1.00	1.00	1.00
Community Health Nurse	P08	6.00	6.00	6.00
Milk Inspector	P08	2.00	2.00	2.00
Public Health Program Representative	P08	3.00	2.00	2.00
Public Health Investigator II	P08	18.00	18.00	0.00
Public Health Investigator*	P08	0.00	0.00	18.00
Supervisor of Animal Control	P08	1.00	1.00	1.00
Lab Scientist	P07	4.00	4.00	4.00
Health Educator Assistant	P06	1.00	1.00	1.00
Senior Animal Control Officer	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	2.00	2.00	2.00
Animal Control Officer	P05	7.00	7.00	7.00
Office Administrator	P05	1.00	1.00	1.00
Accounting Clerk I	P04	0.00	1.00	3.00
Administrative Assistant	P04	5.00	3.00	1.00
Staff Assistant	P03	8.00	8.00	8.00
Custodian	C01	1.00	1.00	1.00
Total		82.00	79.00	79.00

\*Three Public Health Investigator positions will be unfunded and remain vacant in fiscal year 2011-12.



# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Public Parks				
Director of Parks and Recreation	D15	1.00	1.00	1.00
Assistant Director of Parks and Recreation	P14	1.00	1.00	1.00
Superintendent of Park General Services	P13	1.00	1.00	1.00
Superintendent of Recreation	P12	1.00	1.00	1.00
Superintendent of the Zoo	P12	1.00	1.00	1.00
Zoo Veterinarian	P12	1.00	1.00	1.00
Jordan Valley Park Manager	P11	1.00	1.00	1.00
Community Recreation Serv Administrator*	P10	4.70	4.70	4.70
General Curator	P10	1.00	1.00	1.00
Parks Health & Wellness Coordinator	P09	1.00	1.00	1.00
Accounting Services Coordinator	P08	1.00	1.00	1.00
Community Recreation Coordinator	P08	6.00	6.00	6.00
Senior Keeper	P07	2.00	2.00	2.00
Concession Supervisor	P07	1.00	1.00	1.00
Ice Hockey Coordinator	P07	1.00	1.00	1.00
Community Sports Coordinator	P07	1.00	1.00	1.00
Park Ranger*	P07	1.00	1.00	1.00
Accounting Services Rep	P06	1.00	1.00	1.00
Animal Health Technician	P06	1.00	1.00	1.00
Community Recreation Supervisor	P06	6.00	6.00	6.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II*	P05	2.00	2.00	2.00
Zoo Keeper*	P05	10.00	10.00	10.00
Administrative Assistant*	P04	3.00	3.00	3.00
Community Recreation Specialist	P04	2.00	2.00	2.00
Clerical Assistant*	P02	1.00	1.00	1.00
Parks Maintenance Supervisor	C14	2.00	2.00	2.00
Parks Maintenance Equip Crew Leader	C12	1.00	1.00	1.00
Parks Forestry Team Leader	C11	1.00	1.00	1.00
Equipment Technician	C10	1.00	1.00	1.00
Craftsworker	C10	3.00	3.00	3.00
Parks Maintenance Working Leader	C09	3.00	3.00	3.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Parts & Inventory Control Clerk	C08	1.00	1.00	1.00
Arborist Crew Leader	C08	1.00	1.00	1.00
Utility Worker*	C08	6.00	6.00	6.00
Ice Park Operations Coordinator	C08	1.00	1.00	1.00
Arborist	C07	1.00	1.00	1.00
Gardener	C07	2.00	2.00	2.00
Parks Shop Attendant	C07	1.00	1.00	1.00
Parks Caretaker*	C06	10.00	10.00	10.00

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Public Parks (cont.)				
Maintenance Worker	C05	5.00	5.00	5.00
Building Maintenance Worker*	C05	2.00	2.00	2.00
Custodian	C01	1.00	1.00	1.00
		96.70	96.70	96.70

\*One Community Recreation Serv. Administrator, the Park Ranger, one Accounting Clerk II, one Zoo Keeper, one Administrative Assistant, the Clerical Assistant, one Utility Worker, one Parks Caretaker, and one Building Maintenance Worker positions will be unfunded and remain vacant in fiscal year 2011-12.

### Public Parks City/County Wide Sales Tax

Assistant Director of Parks	P14	0.00	0.00	3.00
Asst City Attorney V	P13	1.00	1.00	1.00
Superintendent of Special Facilities	P12	1.00	1.00	1.00
Parks Operations Supervisor*	P11	1.00	1.00	1.00
Superintendent of Business Operations	P11	1.00	1.00	1.00
Community Recreation Serv Administrator	P10	3.30	3.30	4.30
Senior Parks Planner	P10	1.00	1.00	1.00
Financial Analyst	P09	1.00	1.00	1.00
Parks Supervisor	P09	1.00	1.00	1.00
Public Information Administrator	P09	1.00	1.00	1.00
Associate Parks Planner*	P08	1.00	1.00	1.00
Botanical Center Coordinator	P08	0.00	1.00	1.00
Community Recreation Coordinator	P08	4.00	4.00	4.00
Livestock Coordinator	P08	1.00	1.00	1.00
Parks Ranger Supervisor	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Senior Keeper	P07	1.00	1.00	1.00
Special Projects Coordinator	P07	0.50	0.50	0.50
Parks Ranger	P07	3.00	4.00	4.00
Community Recreation Supervisor	P06	3.00	3.00	4.00
Farmhand Supervisor	P06	1.00	1.00	1.00
Fitness & Wellness Supervisor	P06	1.00	1.00	1.00
Zoo Keeper	P05	3.00	3.00	3.00
Accounting Clerk I	P04	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Community Recreation Specialist*	P04	6.00	6.00	6.00
Parks Maintenance Supervisor	C14	1.00	1.00	1.00
Instrument Technician*	C12	1.00	1.00	1.00
Building Maintenance Team Leader	C11	1.00	1.00	1.00
Craftworker	C10	3.00	3.00	3.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Utility Worker	C08	5.00	5.00	5.00
Arborist	C07	1.00	1.00	1.00

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Public Parks City/County Wide Sales Tax (cont.)				
Equipment Operator II	C07	1.00	1.00	1.00
Gardener	C07	2.00	2.00	2.00
Parks Caretaker	C06	11.00	12.00	12.00
Maintenance Worker	C05	5.00	5.00	5.00
Building Maintenance Worker	C05	1.00	1.00	1.00
Custodian	C01	1.00	1.00	1.00
Total		73.80	76.80	81.80

\*The Park Operations Supervisor, the Associate Parks Planner, one Community Recreation Specialist, and the Instrument Technician positions will be unfunded and remain vacant in fiscal year 2011-12.

Public Works Transportation				
Assistant Director of Public Works*	P14	1.75	1.75	0.75
Superintendent of Streets	P13	1.00	1.00	1.00
Principal Engineer	P13	0.25	0.25	0.25
Professional Engineer	P12	6.25	6.25	7.25
PW Operations Supervisor	P11	0.25	0.25	0.25
Senior Designer	P10	1.00	1.00	0.00
Project Engineer	P10	1.00	1.00	1.00
Supervisor of Signal Operations	P10	1.00	1.00	1.00
Designer	P09	1.00	1.00	1.00
Financial Analyst	P09	0.20	0.20	0.20
Signal Operations Coordinator	P09	1.00	1.00	1.00
Senior Signal Technician	P08	4.00	4.00	4.00
Street & Sewer Construction Inspector	P07	3.00	3.00	3.00
Senior Engineering Technician	P07	1.00	2.00	1.00
Traffic Signal Inspector	P07	1.00	1.00	1.00
Accounting Technician	P07	0.20	0.20	0.20
Accounting Services Representative*	P06	0.20	0.20	0.20
Asset Management Technician	P06	1.00	1.00	1.00
Signal Crew Worker	P06	1.00	1.00	1.00
Traffic Technician II	P06	2.00	1.00	1.00
Safety Technician	P06	0.30	0.30	0.30
Accounting Clerk II	P05	0.20	0.20	0.20
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.25	1.25	1.25
Traffic Data Collector	P04	1.00	1.00	2.00
Street Maintenance Supervisor	C14	3.00	3.00	3.00
Traffic Operations Supervisor	C14	1.00	1.00	0.00
Public Grounds Maintenance Supervisor	C14	0.50	0.50	0.50
Public Works Team Leader	C11	7.00	7.00	7.00
Crafts Worker	C10	8.00	8.00	8.00

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Public Works Transportation (cont.)				
Traffic Controls Working Leader	C10	1.00	1.00	1.00
Equipment Operator III	C09	3.00	3.00	3.00
Sign Fabricator	C08	1.00	1.00	1.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Equipment Operator II	C07	18.00	18.00	18.00
Traffic Controls Worker II*	C07	6.00	6.00	6.00
Maintenance Worker*	C05	17.00	17.00	17.00
Laborer*	C03	1.00	1.00	1.00
Total		99.35	99.35	97.35

\*0.25 of the Assistant Director of Public Works and the Accounting Services Representative positions will be unfunded and remain vacant in fiscal year 2011-12.

Telecable				
Production Manager	P09	1.00	1.00	1.00
Multimedia Coordinator	P07	1.00	1.00	1.00
Special Projects Coordinator	P07	1.00	1.00	1.00
Web Coordinator	P07	1.00	1.00	1.00
Video Specialist*	P06	3.00	3.00	3.00
Graphic Production Assistant*	P05	1.00	1.00	1.00
Total		8.00	8.00	8.00

\*The Video Specialists and Graphic Production Assistant have been approved for the reclassification process.

<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>547.35</b>	<b>547.35</b>	<b>532.35</b>
------------------------------------	---------------	---------------	---------------

## GRANT FUNDS

Grant Fund - Community Development				
Economic Development Director	P14	0.10	0.10	0.10
Planning & Development Manager	P13	0.30	0.70	0.30
Development Economist	P11	0.43	0.43	0.43
Grants Administrator	P11	1.00	1.00	1.00
Principal City Planner	P11	0.00	0.00	0.11
Community Development Loan Officer	P10	0.90	0.90	0.90
Senior City Planner	P10	0.17	0.63	0.63
Project Specialist II	P10	1.00	1.00	1.00
Financial Analyst	P09	1.70	1.45	1.45
Project Specialist	P09	2.00	2.00	2.00
Associate City Planner	P08	1.00	0.00	0.00
Assistant City Planner	P06	0.90	0.63	0.63
Loan Technician	P06	0.50	0.50	0.50
Administrative Assistant*	P04	1.60	2.60	2.60
Total		11.60	11.94	11.65

\*One Administrative Assistant will be unfunded and remain vacant in fiscal year 2011-12.

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
<b>Grant Fund - Fire Department</b>				
Firefighter	F01	0.00	13.00	13.00
Total		0.00	13.00	13.00
<b>Grant Fund - Home Investment</b>				
Principal City Planner	P11	0.00	0.00	0.11
Community Development Loan Officer	P10	1.00	1.00	1.00
Financial Analyst	P09	0.00	0.40	0.40
Housing Assistance Technician	P06	1.00	1.00	1.00
Loan Technician	P06	0.50	0.50	0.50
Total		2.50	2.90	3.01
<b>Grant Fund - Planning</b>				
Principal City Planner	P11	0.12	0.00	0.00
Senior City Planner	P10	2.41	0.05	0.05
Financial Analyst	P09	0.15	0.00	0.00
Associate City Planner	P08	1.00	0.00	0.00
Cartographer	P07	0.15	0.00	0.00
Assistant City Planner	P06	0.38	0.00	0.00
Administrative Assistant	P04	1.00	0.00	0.00
Total		5.21	0.05	0.05
<b>Grant Fund - Police</b>				
Police Officer	L02	2.00	2.00	17.00
Total		2.00	2.00	17.00
<b>Grant Fund - Public Health</b>				
Coordinator of Epidemiological Services	P09	1.00	1.00	1.00
Educator & Volunteer Coordinator*	P09	1.00	1.00	1.00
Health Educator	P09	0.00	1.00	1.00
Public Health Information Administrator	P09	0.00	1.00	1.00
Public Health Planner	P09	1.00	1.00	1.00
Public Information Administrator	P09	1.00	0.00	0.00
Senior Air Quality Specialist*	P09	1.00	1.00	1.00
Air Quality Specialist	P08	3.00	3.00	3.00
Community Health Nurse	P08	1.00	1.00	1.00
Public Health Program Representative	P08	1.00	1.00	1.00
Administrative Assistant	P04	0.00	1.00	1.00
Total		10.00	12.00	12.00

\*The Senior Air Quality Specialist and Educator & Volunteer Coordinator positions will be unfunded and remain vacant in fiscal year 2011-12.

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Grant Fund - WIC Program				
WIC Program Coordinator	P10	1.00	1.00	1.00
Public Health Program Representative	P08	0.00	1.00	1.00
Nutritionist	P07	4.00	3.00	4.00
Senior Nutritionist	P07	0.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Health Program Assistant	P03	4.00	4.00	6.00
Total		10.00	11.00	14.00
Grant Fund - Workforce Development				
Director of Workforce Development	D14	1.00	1.00	1.00
Accounting Supervisor	P09	1.00	1.00	1.00
Workforce Development Supervisor	P09	0.00	4.00	4.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Network Administrator	P08	1.00	1.00	0.00
Program Compliance Coordinator	P08	0.00	1.00	1.00
System Administrator	P08	0.00	0.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Business Services Specialist	P07	0.00	2.00	2.00
Employment and Training Supervisor	P07	5.00	0.00	0.00
Sr Workforce Development Specialist	P07	0.00	2.00	3.00
Accounting Services Representative	P06	2.00	2.00	2.00
Employ/Training Instructor	P06	2.00	2.00	2.00
Workforce Development Specialist	P06	32.00	27.00	28.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	3.00	3.00	3.00
Office Assistant	P03	0.00	1.00	1.00
Receptionist	P03	2.00	2.00	2.00
Staff Assistant	P03	1.00	1.00	1.00
Total		54.00	54.00	56.00
TOTAL GRANT FUNDS		95.31	106.89	126.71

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
<b><u>ENTERPRISE FUNDS</u></b>				
Airport				
Director of Aviation	D15	1.00	1.00	1.00
Assistant Director of Aviation, Operations	P14	1.00	1.00	1.00
Assistant Director of Aviation, Admin	P12	1.00	1.00	1.00
Assistant City Attorney III	P11	1.00	1.00	1.00
Airport Operations Supervisor	P10	1.00	1.00	1.00
Airport Network Coordinator	P09	1.00	1.00	1.00
Marketing & Communications Coordinator	P09	1.00	1.00	1.00
Airport Police Supervisor	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Airport Police Officer	P07	9.00	9.00	9.00
Ground Services Supervisor	P07	1.00	1.00	1.00
Systems Coordinator	P07	1.00	1.00	1.00
Gen Aviation Customer Service Coord.	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	1.00	1.00	1.00
Graphic Production Assistant	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Accounting Clerk I	P04	1.00	1.00	1.00
Airport Customer Service Representative	P03	4.00	5.00	5.00
Terminal Services Assistant	P03	1.00	1.00	1.00
Clerical Assistant	P02	1.00	1.00	1.00
Aircraft Services Coordinator	C14	1.00	1.00	1.00
Airport Maintenance Supervisor	C14	2.00	2.00	2.00
Aircraft Services Trainer	C12	2.00	2.00	2.00
Heavy Equipment Technician	C11	1.00	1.00	1.00
Aircraft Services Specialist	C10	14.00	14.00	14.00
Craftsworker	C10	0.00	0.00	1.00
Equipment Technician	C10	1.00	1.00	1.00
Lead Aircraft Services Technician	C10	1.00	1.00	1.00
Asst. Equipment Technician	C08	1.00	1.00	1.00
Utility Worker	C08	4.00	6.00	4.00
Aircraft Line Services Technician	C07	9.00	9.00	9.00
Airline Service Lead Agent	C06	4.00	4.00	4.00
Airfield Maintenance Worker	C06	7.00	7.00	7.00
Building Maintenance Worker	C05	1.00	1.00	3.00
Custodian	C01	9.00	10.00	9.00
Total		89.00	93.00	93.00

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Golf				
Golf Facilities Supervisor*	P09	1.00	1.00	1.00
Golf Course Superintendent	P06	3.00	3.00	3.00
Equipment Technician	C10	1.00	1.00	1.00
Golf Course Working Leader*	C06	1.00	1.00	1.00
Golf Course Worker	C05	11.00	11.00	12.00
Maintenance Worker	C05	1.00	1.00	0.00
Total		18.00	18.00	18.00

\*The Golf Facilities Supervisor and Golf Course Working Leader positions will be unfunded and remain vacant in fiscal year 2011-2012.

Clean Water Services				
Assistant Director of Public Works	P14	0.80	0.80	0.80
Superintendent of Sanitary Services	P13	1.00	1.00	1.00
Plant Superintendent	P12	1.00	1.00	1.00
Professional Engineer	P12	1.25	1.25	1.25
Control System Engineer	P12	2.00	2.00	1.00
Collection System Supervisor	P11	1.00	1.00	1.00
Environmental Compliance Officer	P11	1.00	1.00	1.00
Laboratory Supervisor	P11	1.00	1.00	1.00
Plant Maintenance Engineer	P11	1.00	1.00	1.00
NW Treatment Plant Supervisor	P10	1.00	1.00	1.00
Biosolids Coordinator	P09	1.00	1.00	1.00
Chemist	P09	2.00	2.00	2.00
Plant Shift Supervisor	P09	4.00	4.00	4.00
Pretreatment Inspector	P09	2.00	2.00	2.00
Sewer Operations Coordinator	P09	1.00	1.00	1.00
Financial Analyst	P09	0.30	0.30	0.30
Wastewater Video Technician	P08	1.00	1.00	1.00
Laboratory Analyst	P07	3.00	3.00	3.00
Maintenance Engineer Technician	P07	1.00	1.00	1.00
Plant Operator III	P07	4.00	4.00	5.00
Street & Sewer Construction Inspector	P07	2.00	2.00	2.00
Water Pollution Control Inspector II	P07	1.00	1.00	1.00
Accounting Technician	P07	0.30	0.30	0.30
Accounting Services Representative*	P06	0.30	0.30	0.30
Plant Operator II	P06	7.00	7.00	7.00
Safety Technician	P06	0.30	0.30	0.30
Revenue Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.30	0.30	0.30
Infiltration & Inflow Technician	P05	2.00	2.00	2.00



# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Clean Water Services (cont.)				
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Staff Assistant	P03	1.00	1.00	1.00
WW Plant Maintenance Supervisor	C15	1.00	1.00	1.00
Instrument Technician	C12	1.00	1.00	1.00
Plant Electrician	C12	1.00	1.00	1.00
Plant Maintenance Mechanic II	C11	2.00	2.00	2.00
Plant Maintenance Mechanic I	C10	6.00	6.00	6.00
Parts & Inventory Control Clerk	C08	1.00	1.00	1.00
Sewer Cleaning Working Leader	C08	3.00	3.00	3.00
Sewer Repair Working Leader	C08	2.00	2.00	2.00
Equipment Operator II	C07	3.00	3.00	3.00
Maintenance Worker	C05	11.00	11.00	11.00
Wastewater Sludge Truck Operator	C05	3.00	3.00	3.00
Laborer	C03	2.00	2.00	2.00
Total		84.55	84.55	84.55

\*The Accounting Services Representative position will be unfunded and remain vacant in fiscal year 2011-12.

## Solid Waste

Assistant Director of Public Works	P14	0.20	0.20	0.20
Superintendent of Solid Waste	P13	1.00	1.00	1.00
Materials Recovery Education Coordinator	P09	1.00	1.00	1.00
Financial Analyst	P09	0.10	0.10	0.10
Environmental Technician	P08	2.00	2.00	2.00
Collection Center Coordinator	P07	1.00	1.00	1.00
Accounting Technician	P07	0.10	0.10	0.10
Accounting Services Representative*	P06	0.10	0.10	0.10
Safety Technician	P06	0.10	0.10	0.10
Collection Center Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.10	0.10	0.10
Administrative Assistant	P04	2.00	2.00	2.00
Landfill Supervisor	C17	1.00	1.00	1.00
Heavy Equipment Technician	C11	2.00	2.00	2.00
Equipment Operator III	C09	6.00	6.00	6.00
Assistant Equipment Technician	C08	1.00	1.00	1.00
YRC Working Leader	C08	1.00	1.00	1.00
YRC Equipment Operator	C06	1.00	1.00	1.00
Building Maintenance Worker	C05	0.00	0.00	1.00
Maintenance Worker	C05	2.00	2.00	1.00
Weighmaster	C05	2.00	2.00	2.00

# Budgeted Positions

## Full-Time Equivalents:

		2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Solid Waste (cont.)				
Recycling Center Attendant	C03	2.00	2.00	2.00
Laborer	C03	2.00	2.00	2.00
Total		28.70	28.70	28.70

\*The Accounting Services Representative position will be unfunded and remain vacant in fiscal year 2011-12.

<b>TOTAL ENTERPRISE FUNDS</b>	<b>220.25</b>	<b>224.25</b>	<b>224.25</b>
-------------------------------	---------------	---------------	---------------

## INTERNAL SERVICE FUND

Print Shop				
Print Shop Supervisor	P07	1.00	1.00	1.00
Print Shop Assistant Operator	P04	1.00	1.00	1.00
Total		2.00	2.00	2.00

Self-Insurance Fund				
Risk Management Administrator	P11	1.00	1.00	1.00
Safety Coordinator	P09	1.00	1.00	1.00
Senior Human Resources Specialist	P08	1.00	1.00	1.00
Human Resource Specialist	P07	1.00	1.00	1.00
Total		4.00	4.00	4.00

Service Center				
Fleet Administrator	P11	0.90	0.90	0.90
Fleet Systems Coordinator	P09	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Equipment Maintenance Supervisor	C14	1.50	1.50	1.50
Heavy Equipment Technician	C11	4.00	4.00	4.00
Parts and Inventory Supervisor	C11	1.00	1.00	1.00
Collision Repair/Refinishing Technician*	C10	1.00	1.00	1.00
Equipment Technician	C10	5.00	5.00	5.00
Parts and Inventory Technician	C06	2.00	2.00	2.00
Service Technician*	C05	4.00	4.00	4.00
Parts and Inventory Clerk*	C04	1.00	1.00	1.00
Total		22.40	22.40	22.40

\*The Collision Repair/Refinishing Technician, one Service Technician, and the Parts and Inventory Clerk positions will be unfunded and remain vacant in fiscal year 2011-12.

<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>28.40</b>	<b>28.40</b>	<b>28.40</b>
-------------------------------------	--------------	--------------	--------------

<b>TOTAL FULL-TIME EQUIVALENTS - ALL FUNDS</b>	<b>1699.40</b>	<b>1701.40</b>	<b>1714.40</b>
--	----------------	----------------	----------------

Average Annual Increase (Decrease) 2009-2011	0.44%
--	-------



## **GENERAL FUND BUDGET**



**“Working with the Community”**

# Budget Process

---

## Four Stages of the Budget Process:

- A. Budget Preparation – Departments are required to prepare their program budget requests for the upcoming fiscal year on forms supplied by the Director of Finance. The amounts requested must be justified in terms of the results to be achieved.
- B. Budget and Program Review – The Director of Finance reviews all departments' program budget requests and makes recommendations to the City Manager. The City Manager and the Director of Finance confer with department officials to determine appropriate budget levels, after which the City Manager makes the final budget decisions and submits his recommendation to the Mayor and the City Council.
- C. Consideration and Adoption – Sixty days prior to the City's fiscal year end, the City Manager's recommended budget is given to the Mayor and City Council for their review. They may make changes during this 60-day period and adopt the budget in accordance with provisions of the Charter.
- D. Execution of the Budget Plan – The actual implementation of the budget as adopted by the Mayor and City Council. Effective July 1 of the fiscal year.

## Budget Transfers:

The City Manager, with the approval of the Council and upon the recommendation of the department or agency head, may transfer any unencumbered appropriation balance or portion thereof from one classification of expenditure to another within an office, department or agency. At the request of the City Manager, and within the last three months of the fiscal year, the Council may, by resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another unless otherwise provided in the Charter. No transfer shall be made of specified fixed appropriations.

## Budget Amendments:

After the budget is adopted, Council must approve any increase due to unanticipated expenses, grant revenue, or other revenue sources. An increase in the number of full-time or part-time positions allocated to a department must also be presented to Council for approval.

## Balanced Budget:

To provide for a continuing level of government services and financial stability, the City of Springfield operates with a balanced operating budget that supports current expenditures with current revenues. Current revenues are defined as taxes, charges and fees, intergovernmental revenue, interest and other miscellaneous revenue. Current expenditures are defined as personnel, supplies, services, and general operating equipment. The operating budget does not include major capital equipment and capital improvement projects. These projects and costs are included in the six-year Capital Improvement Program (CIP).

The City is committed to meeting this policy under normal circumstances. It is recognized there may be times when it is advisable and necessary to use the cash reserves to balance the operating budget. If the annual budget requires the use of fund balance to match operating revenues and expenses, the amount of the fund balance used and the purpose for which it is appropriated shall be identified in the annual budget message.

# Budget Preparation Schedule

---

Action Steps:	Responsibility:	Date:
Distribute FTE Sheets, Org Charts & Performance Measures	Finance Department	January 3, 2011
Distribute Instructions for Budget Preparation and Line Item Budgets.	Finance Department	January 3, 2011
Begin Revenue Projections, Debt Service & Salary Projection	Finance Department	January 2011
Salary Information due back to Finance	All Departments	January 21, 2011
Line items, Org Charts & Performance Measures due back to Finance.	All Departments	March 11, 2011
Review Estimated Revenue & Projected Expenses	City Manager & Finance Department	March 2011
Proposed Funding Priorities from City Manager	City Manager	April 8, 2011
Proposed Budget Draft to City Manager's Office	Finance Department	April 21, 2011
Proposed Budget to Mayor and City Council	City Manager & Finance Department	April 29, 2011
Council Review of Budget	Mayor & City Council	May 2-23, 2011
Submit Budget Ordinance for Public Hearing and First Reading	City Manager & Finance Department	May 31, 2011
Submit Budget Ordinance for Second Reading and Passage	City Manager & Finance Department	June 13, 2011

# Budget Policies

---

- Maintain an appropriate level of general government services funded from current resources.
- Maintain fund balance at a level of 8-10% of our operating funds budget.
- Provide competitive pay and benefits to our employees for our market and region
  - Compare employee pay with those of the 15 cities surveyed and local salary information. The goal is to be competitive with the benchmarked cities and the local market.
- Provide a consistent level of service through appropriate use of non-recurring revenue.
  - Use of one-time revenue should be limited to non-recurring expenses such as land acquisitions or major capital purchases.
- Continue to look for new sources of revenue to improve the balance in the revenue structure.
- Maximize cost recovery through fees for municipal services, consistent with City Council direction.
  - Finance Department shall review charges for municipal services annually.
  - Efficiencies achieved in delivery of services shall be accompanied by a reduction in the fee.
  - Recommended fee increases shall be subject to an annual cap.
- Seek the best level of service at the least cost through City forces, private sector contracts and not-for-profit contracts.
  - Contracts for private sector services will include a formal bid process to insure an equal opportunity for the private sector to submit competitive bids.
  - Contracts with not-for-profit organizations will be evaluated based on how well the services meet a City priority or community need that is not otherwise being met and matches a service requirement listed in the City Charter.
  - All contracts will include specific services to be provided and will require a financial and services accomplishment report.

# Overview of General Fund Budget

---

## FY 2011 Compared to FY 2012:

2011-12 Adopted Budget	\$ 70,313,000
2010-11 Adopted Budget	\$ 67,004,000
Increase 4.9%	<u>\$ 3,309,000</u>

## Resources:

Increase in Payments In Lieu of Taxes Revenue	\$ 1,720,000	2.6%
Increase in Sales Tax Revenue	\$ 1,410,000	2.1%
Net Increase in Other Revenue	\$ 334,000	0.5%
Decrease in Licenses & Fines Revenue	<u>\$ (155,000)</u>	<u>-0.2%</u>
	<u>\$ 3,309,000</u>	<u>4.9%</u>

## Expenditures:

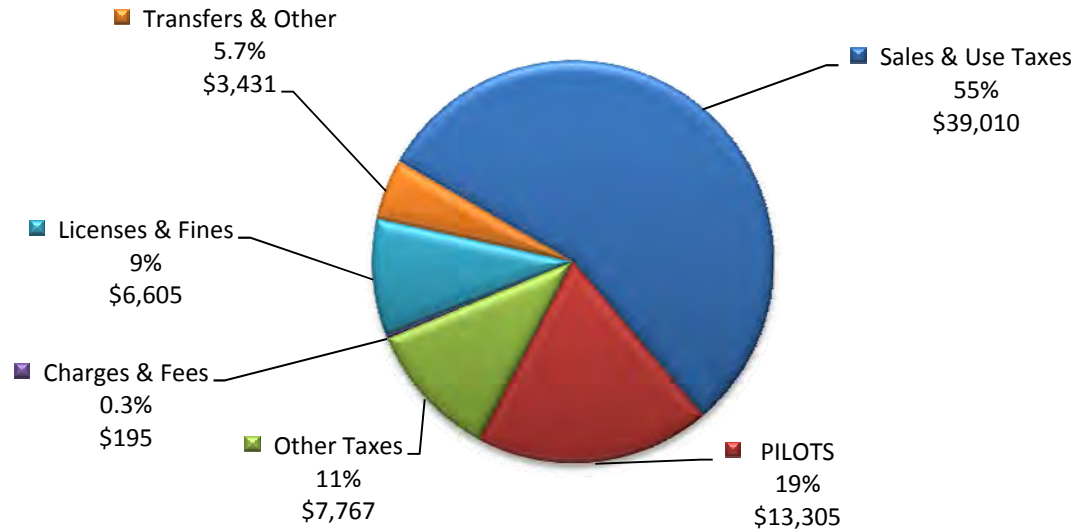
Increase in Employee Pay & Benefits	\$ 1,596,500	2.4%
Funding to fill Vacancies and Job Reclassifications	\$ 769,000	1.1%
Department Operational Increases	\$ 718,000	1.1%
Increase in Contingency	\$ 382,000	0.6%
Increase in Department Fuel Expenses	\$ 142,500	0.2%
Decrease in Transfers to Other Funds	<u>\$ (299,000)</u>	<u>-0.4%</u>
	<u>\$ 3,309,000</u>	<u>4.9%</u>



## City of Springfield, Missouri - 2011-2012 Annual Operating Budget

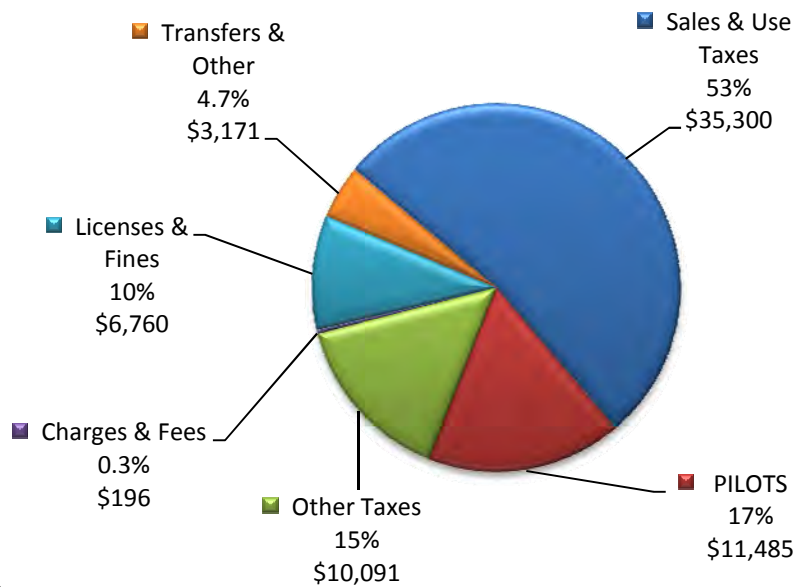
### 2011-2012 OPERATING BUDGETED RESOURCES

General Fund \$70,313



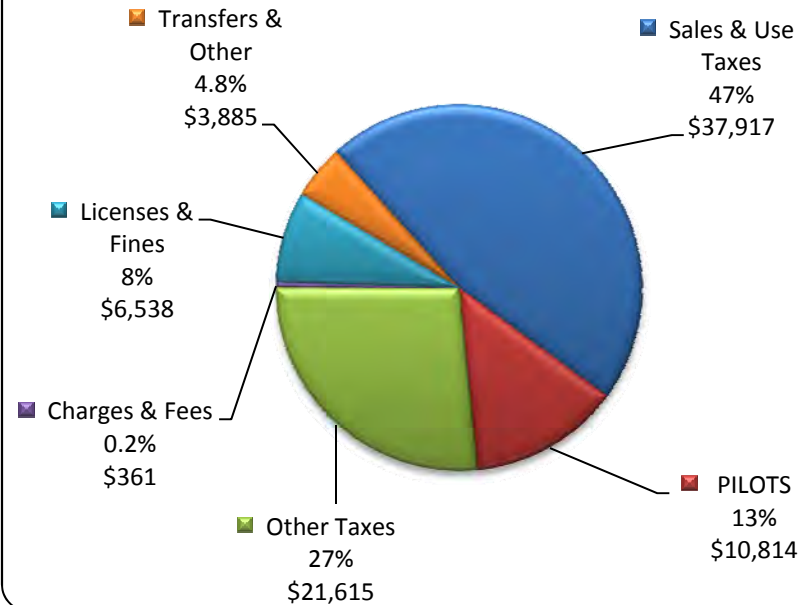
### 2010-2011 OPERATING BUDGETED RESOURCES

General Fund \$67,003



### 2009-2010 OPERATING ACTUAL RESOURCES

General Fund \$81,130



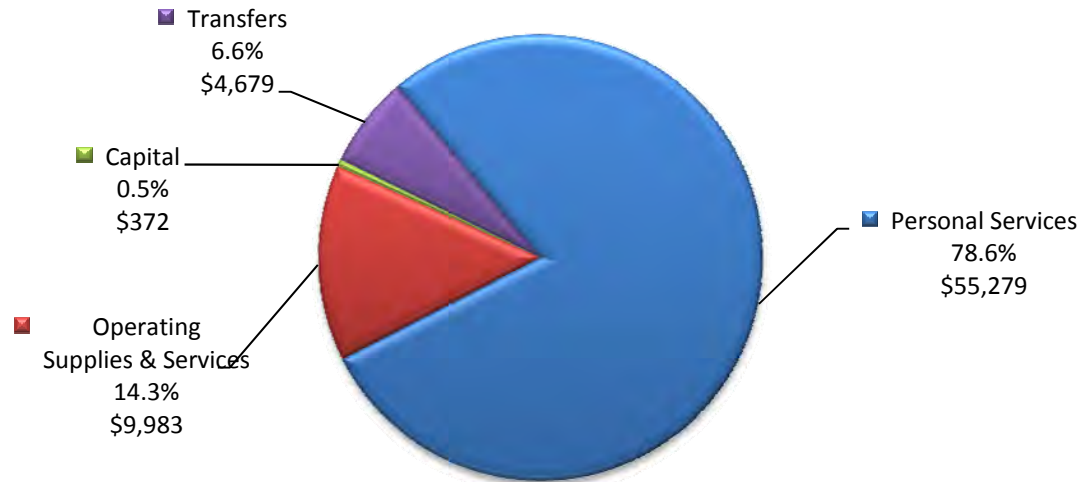
All amounts are expressed in thousands. Intrafund transfers have been eliminated.



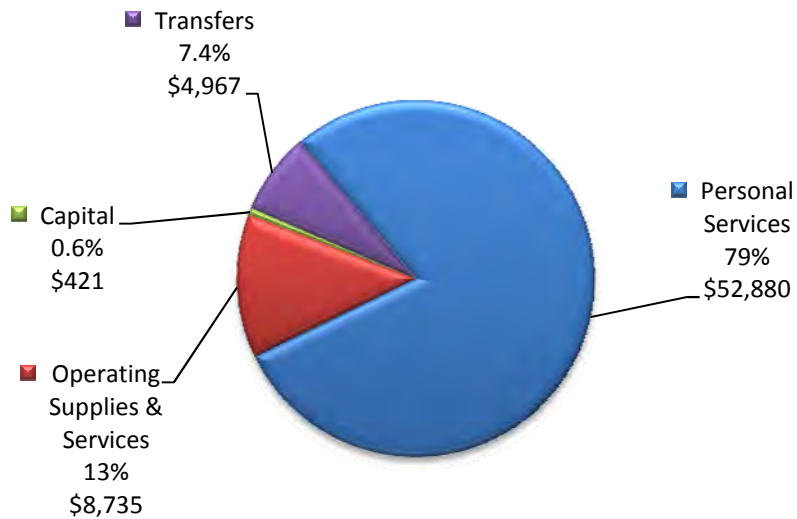
**“Working with the Community”**

## City of Springfield, Missouri - 2011-2012 Annual Operating Budget

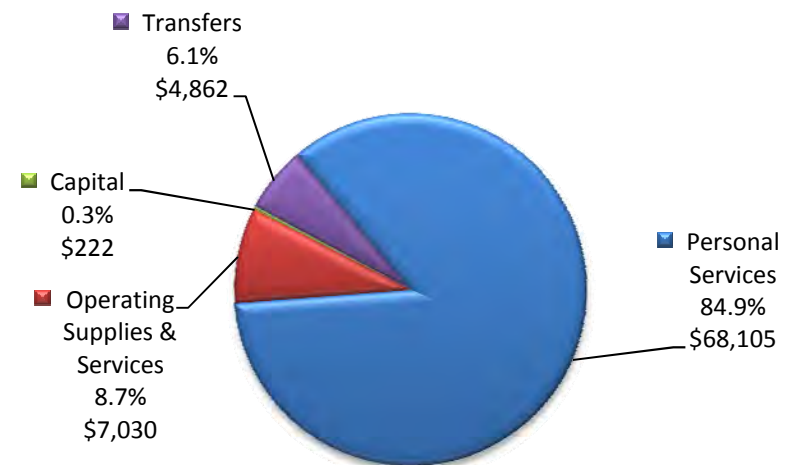
### 2011-2012 OPERATING BUDGETED APPROPRIATIONS General Funds \$70,313



### 2010-2011 OPERATING BUDGETED APPROPRIATIONS General Funds \$67,003



### 2009-2010 OPERATING ACTUAL APPROPRIATIONS General Funds \$80,219



All amounts are expressed in thousands. Intrafund transfers have been eliminated.



**“Working with the Community”**



## **BENCHMARKS**



**“Working with the Community”**



## **TAX RATE COMPARISONS**

# Benchmarks

---



*"Working with the Community"*

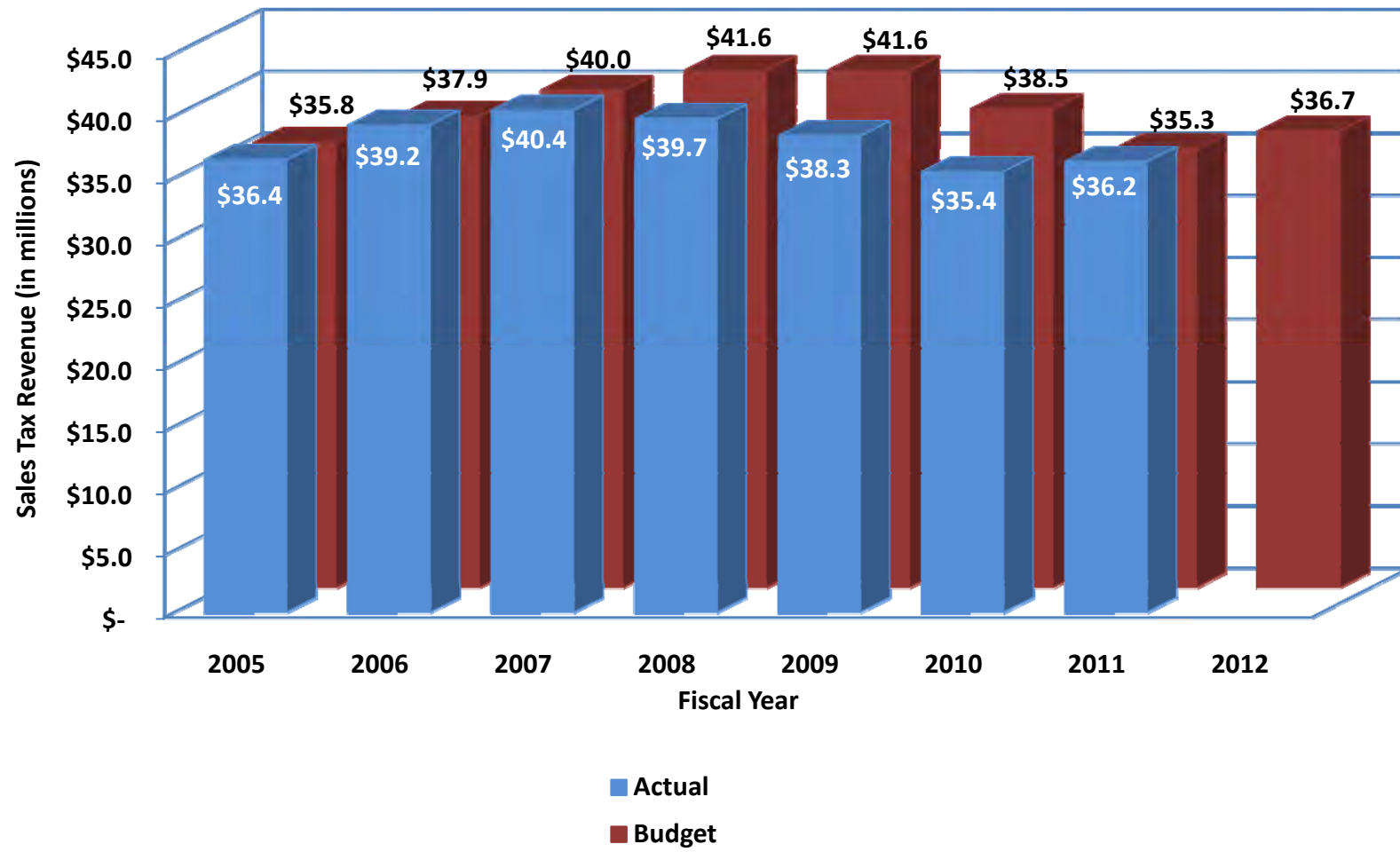
## General Fund Sales Tax Receipts

The data for this measurement shows the budgeted amount (in red) and the actual amount (in blue) received in the General Fund for sales tax.



## City of Springfield, Missouri - 2011-2012 Annual Operating Budget

### GENERAL FUND SALES TAX RECEIPTS\* Fiscal Years 2005-2012



\* Excludes Use Tax

# Benchmarks

---

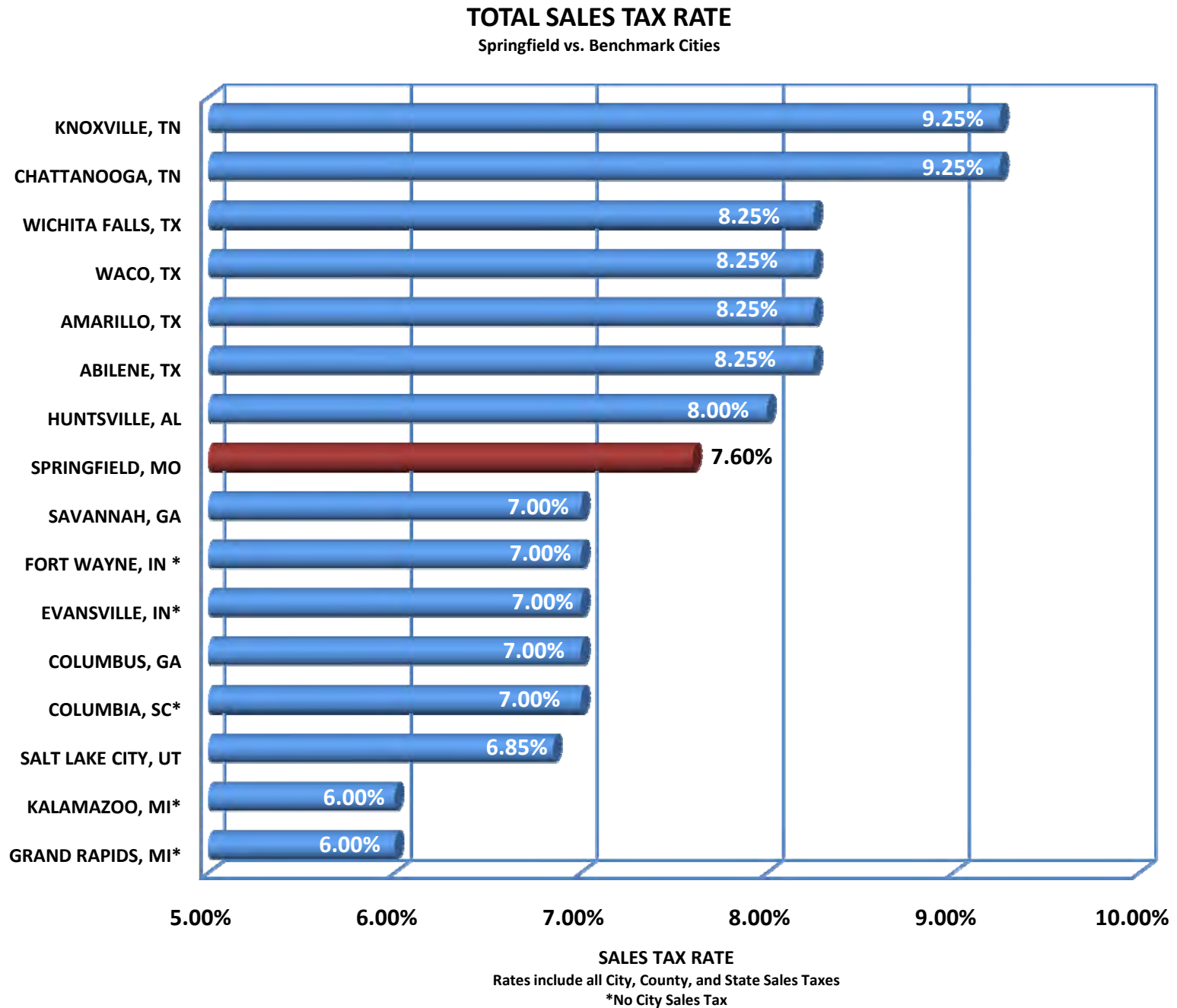


*“Working with the Community”*

## Total Sales Tax Rate

The data for this measurement shows the sum of each city’s City, County, and State sales tax in comparison to the City’s 15 benchmark cities.

## City of Springfield, Missouri - 2011-2012 Annual Operating Budget



# Benchmarks

---

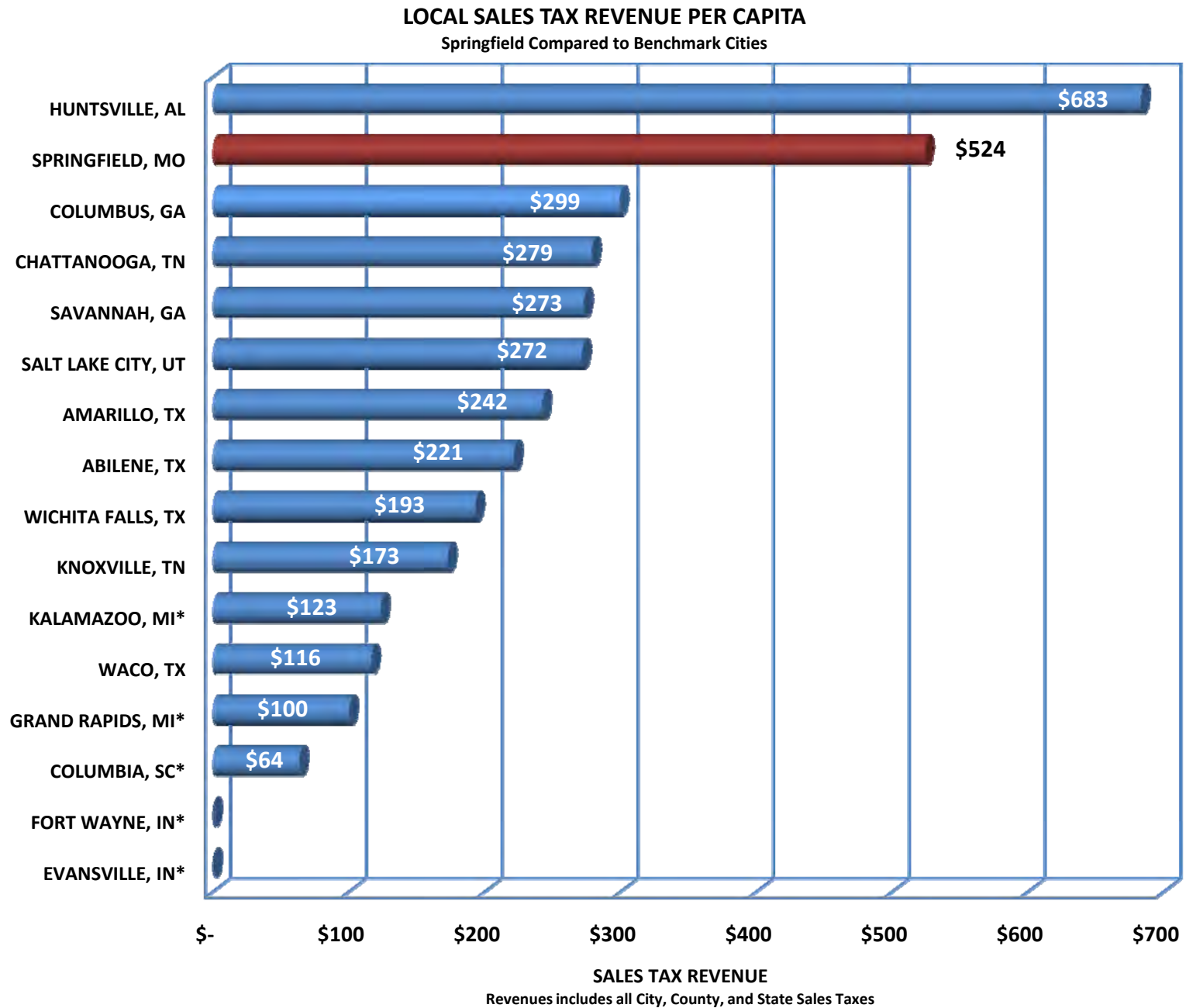


*"Working with the Community"*

## Sales Tax Revenue per Capita

This measurement shows the total sales tax revenue collected by each city divided by that City's population. Springfield's Law Enforcement, Park Improvements, Use, Cigarette and Franchise taxes are excluded. This indicates that Springfield collects a significant amount of sales tax from non-residents.

## City of Springfield, Missouri - 2010-2011 Annual Operating Budget





**“Working with the Community”**



## **EMPLOYEE DATA**

# Benchmarks

---



*"Working with the Community"*

## BUDGETED FTE'S PER 1,000 POPULATION AND BUDGETED GENERAL FUND FTE'S PER 1,000 POPULATION

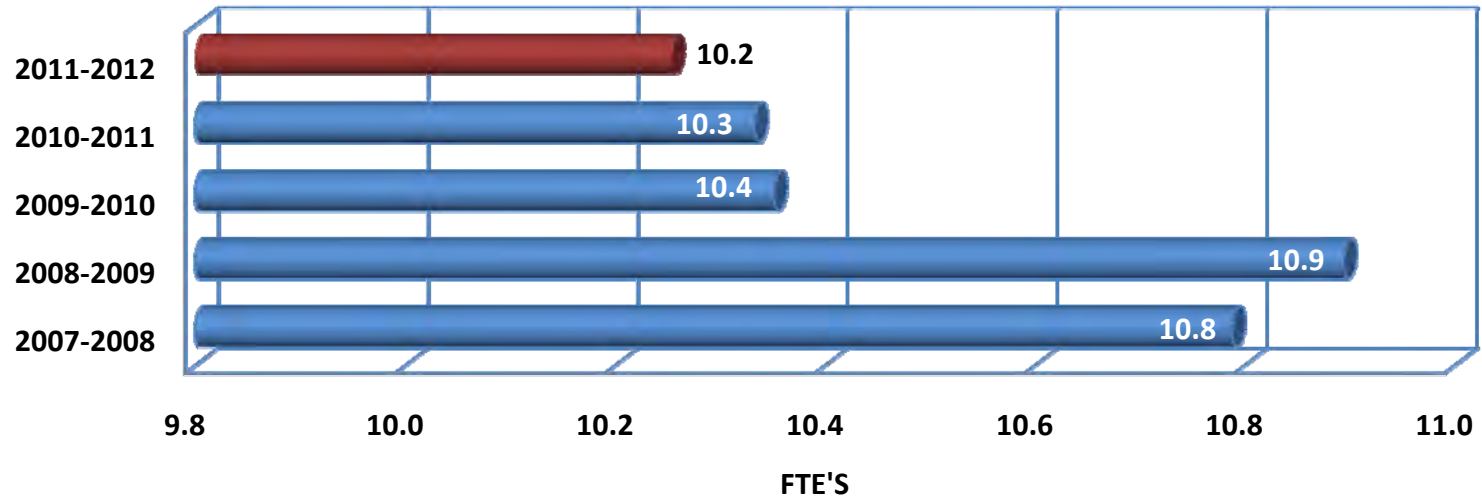
These measurements show Springfield's total budgeted FTE's (full time positions) per 1,000 population and Springfield's budgeted FTE's (General Fund Only) per 1,000 population. The calculation is:  $\text{FTE's or General Fund-Only FTE's} \div \text{Population} \times 1,000$ . FY 11-12 Budgeted FTE's are also included in each measurement.



City of Springfield, Missouri - 2011-2012 Annual Operating Budget

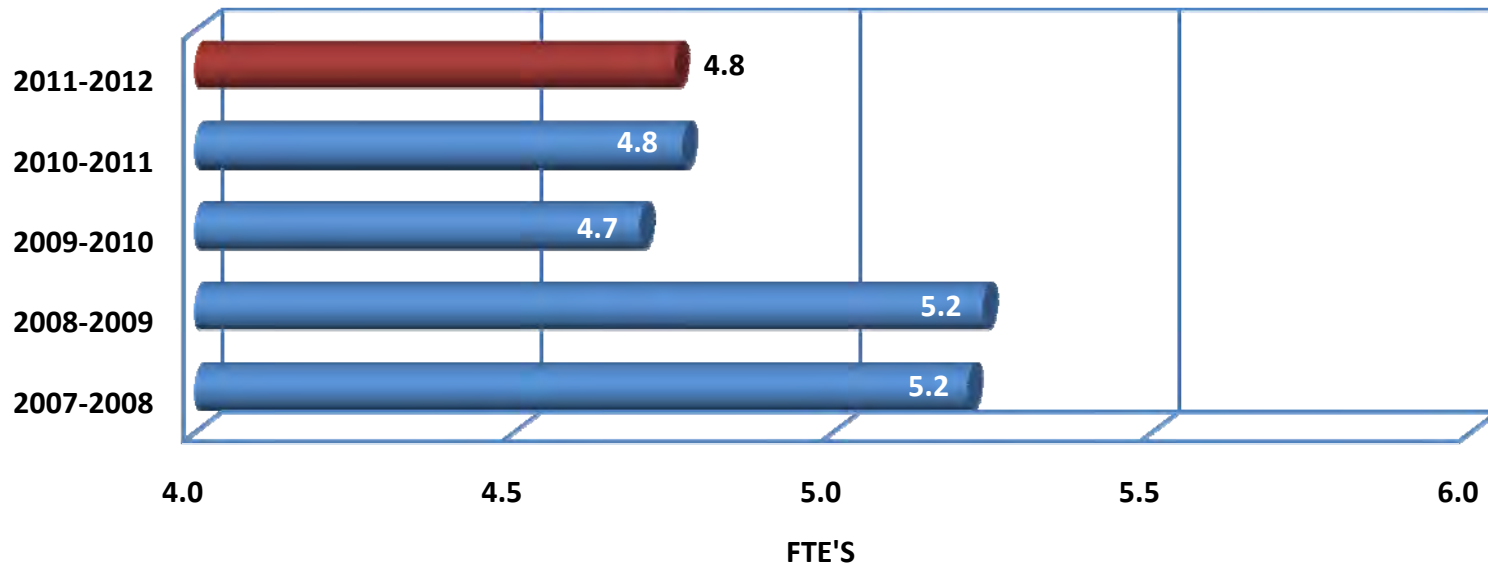
**BUDGETED FTE'S PER 1,000 POPULATION**

All Fund Groups



**BUDGETED FTE'S PER 1,000 POPULATION**

General Fund





**“Working with the Community”**

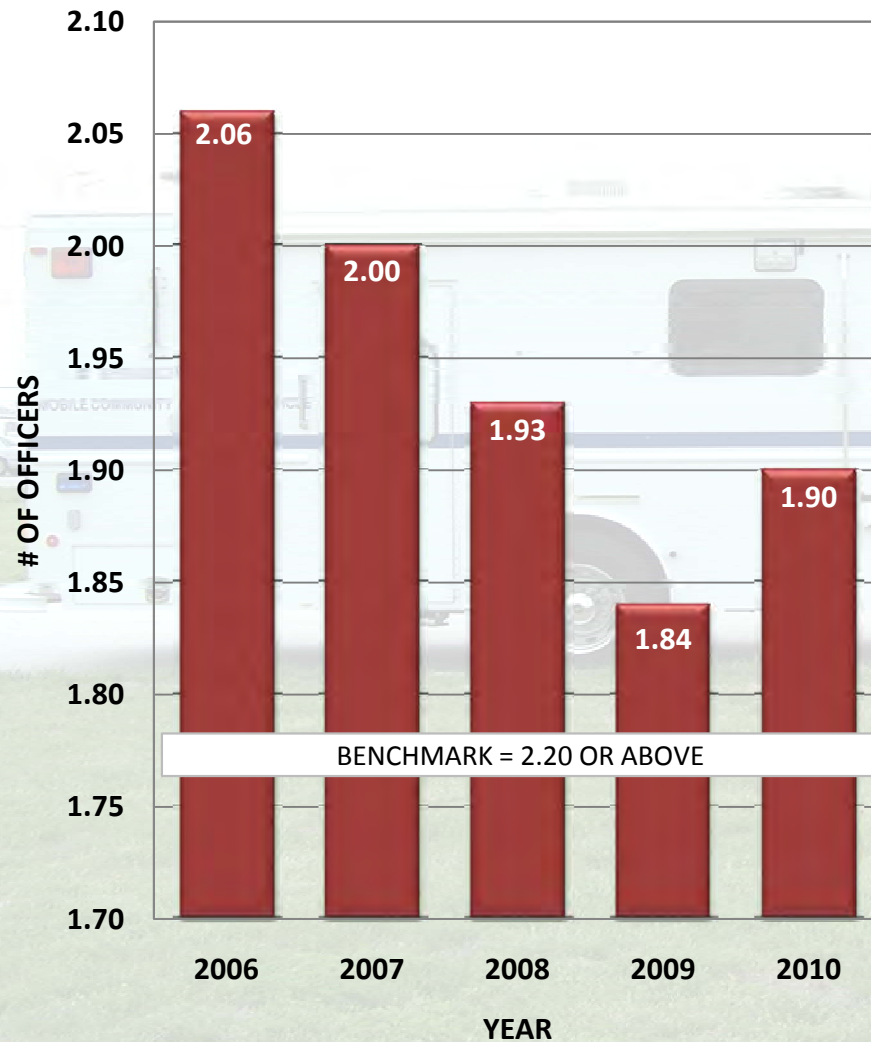


## **PUBLIC SAFETY**

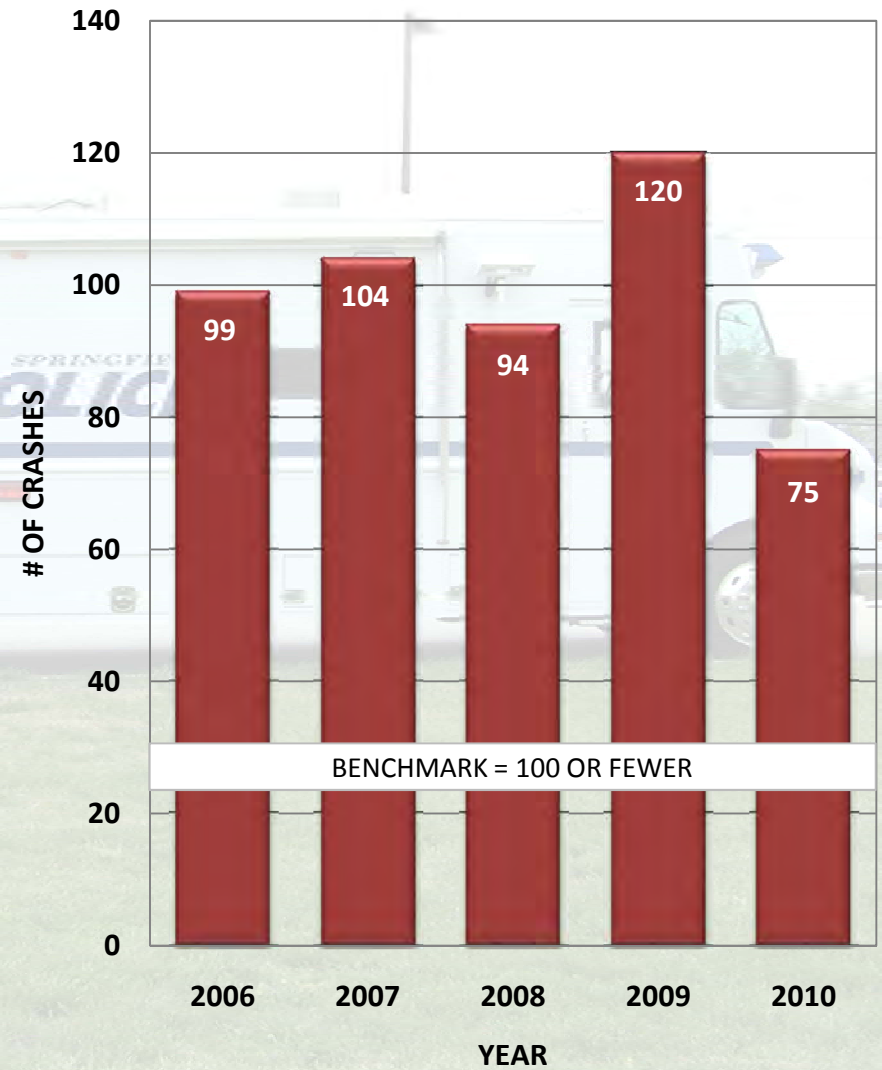


**“Working with the Community”**

**SWORN OFFICERS PER 1,000  
POPULATION  
Police Department Benchmark**



**TOTAL INJURY CRASHES AT  
TOP TEN INTERSECTIONS  
Police Department Benchmark**

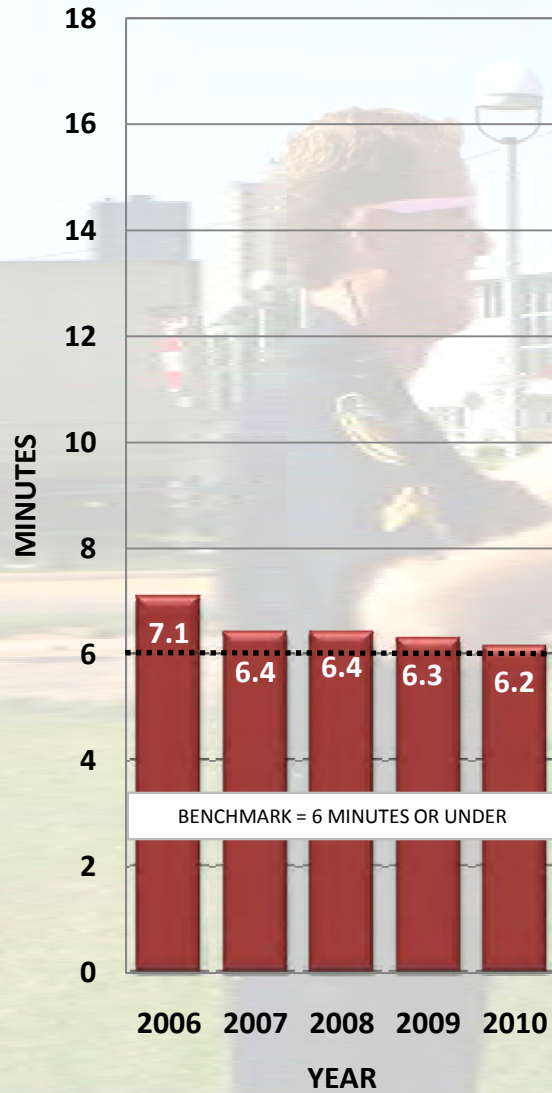




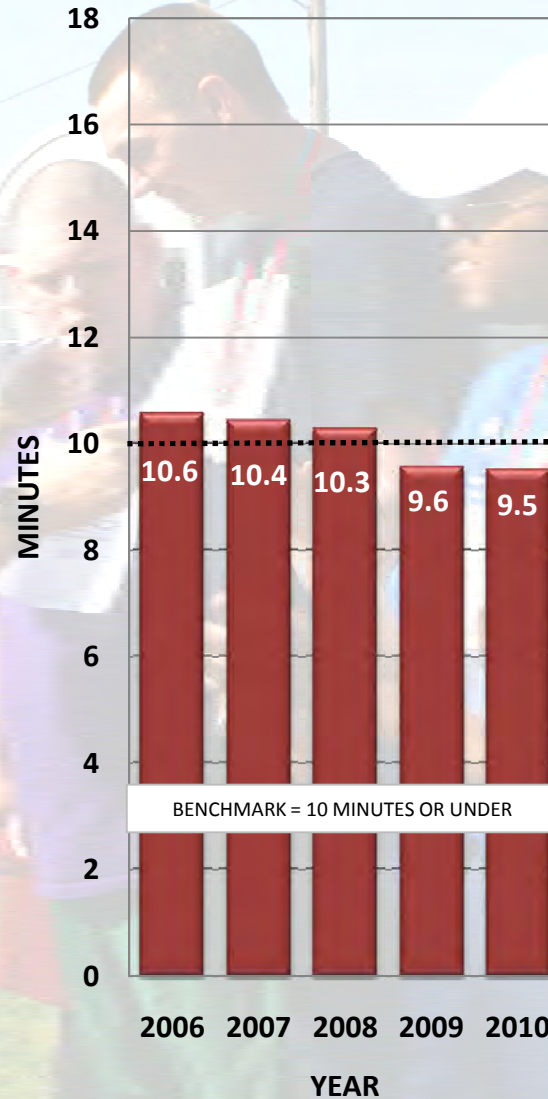
**“Working with the Community”**

City of Springfield, Missouri - 2011-2012 Annual Operating Budget

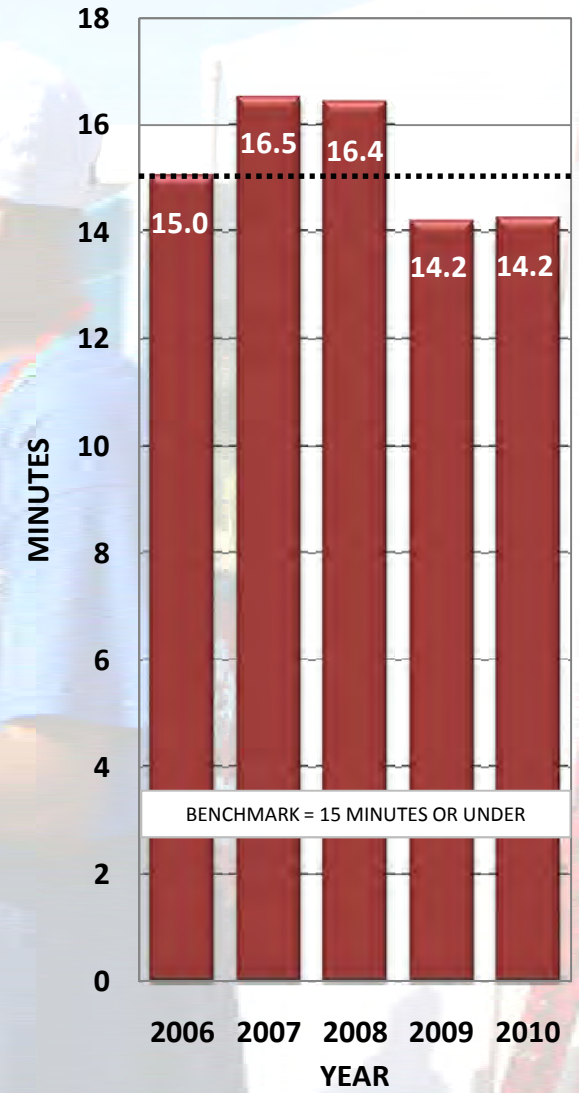
**PRIORITY-1 CFS MEDIAN  
RESPONSE TIME  
Police Department  
Benchmarks**



**PRIORITY-2 CFS MEDIAN  
RESPONSE TIME  
Police Department  
Benchmarks**



**PRIORITY-3 CFS MEDIAN  
RESPONSE TIME  
Police Department  
Benchmarks**



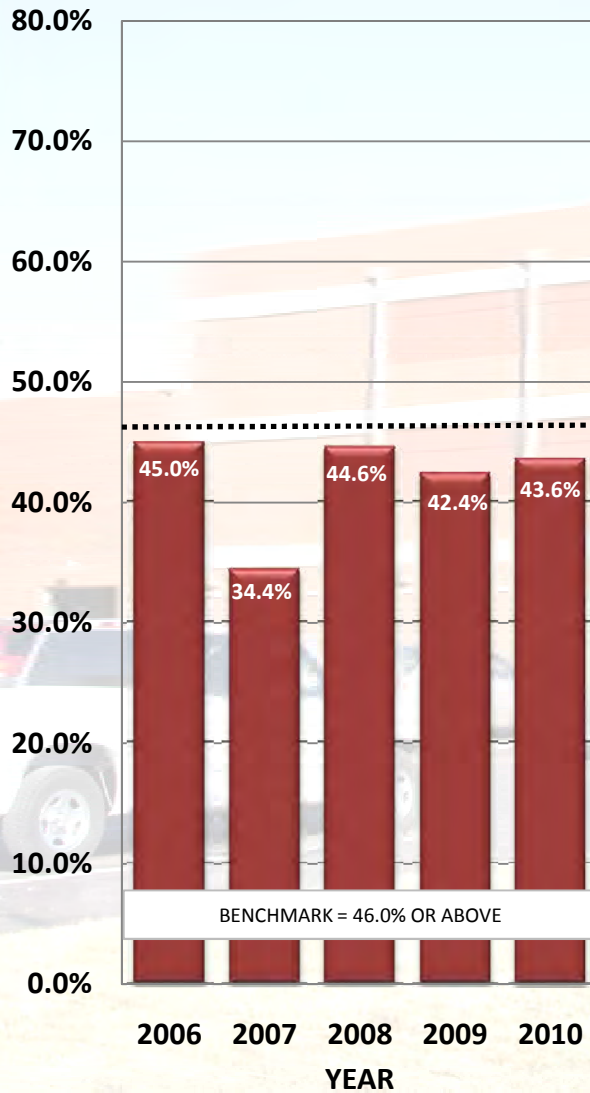


**“Working with the Community”**

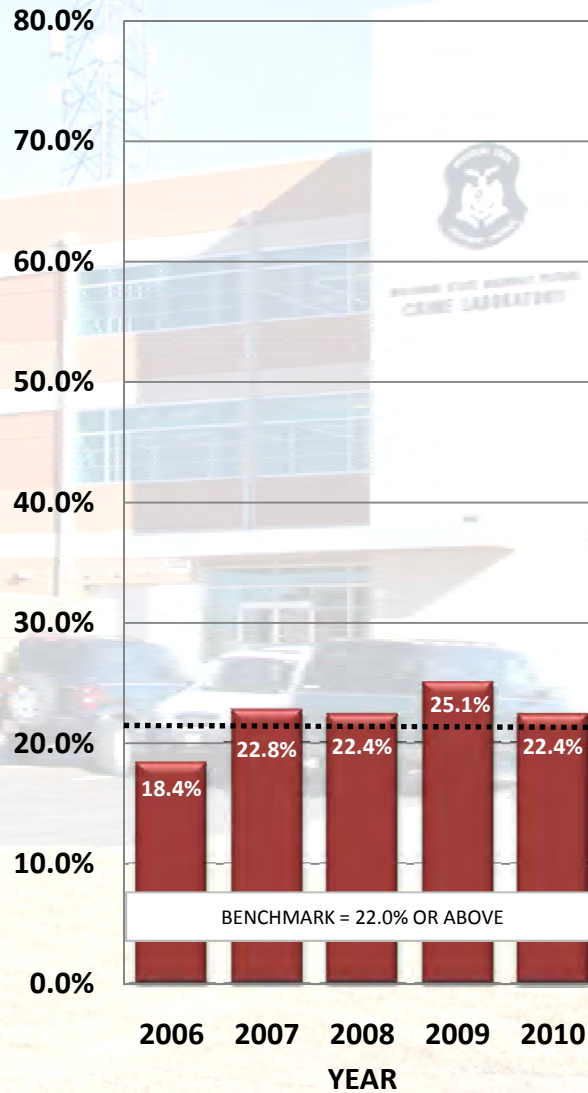


# City of Springfield, Missouri - 2011-2012 Annual Operating Budget

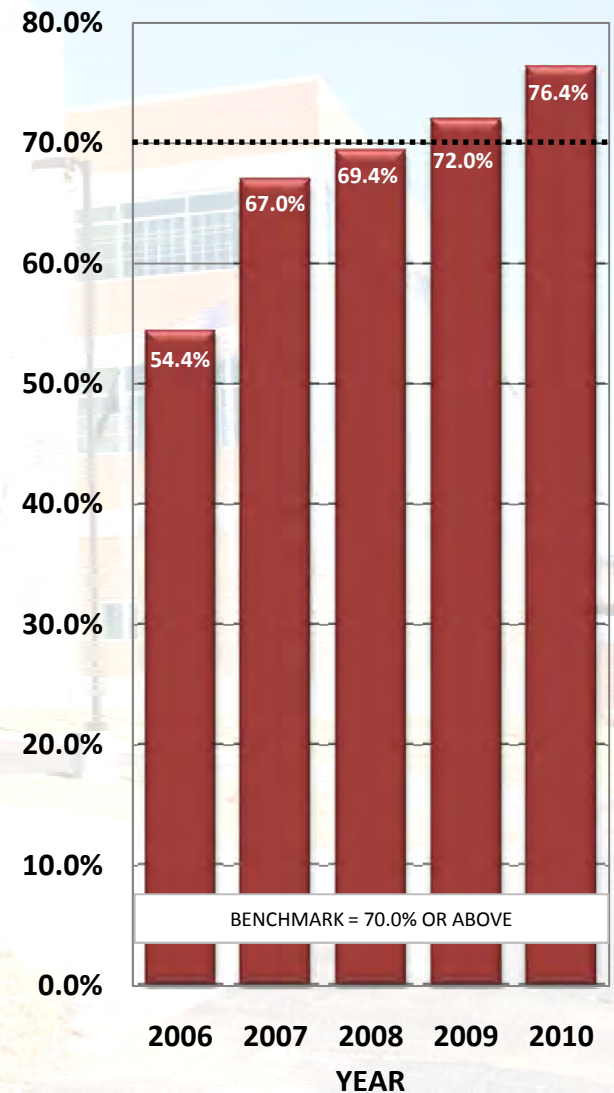
## VIOLENT CRIME CLEARANCE RATE Police Department Benchmarks



## PROPERTY CRIME CLEARANCE RATE Police Department Benchmarks



## PERCENTAGE CLEARED OF CASES ASSIGNED TO INVESTIGATORS Police Department Benchmarks

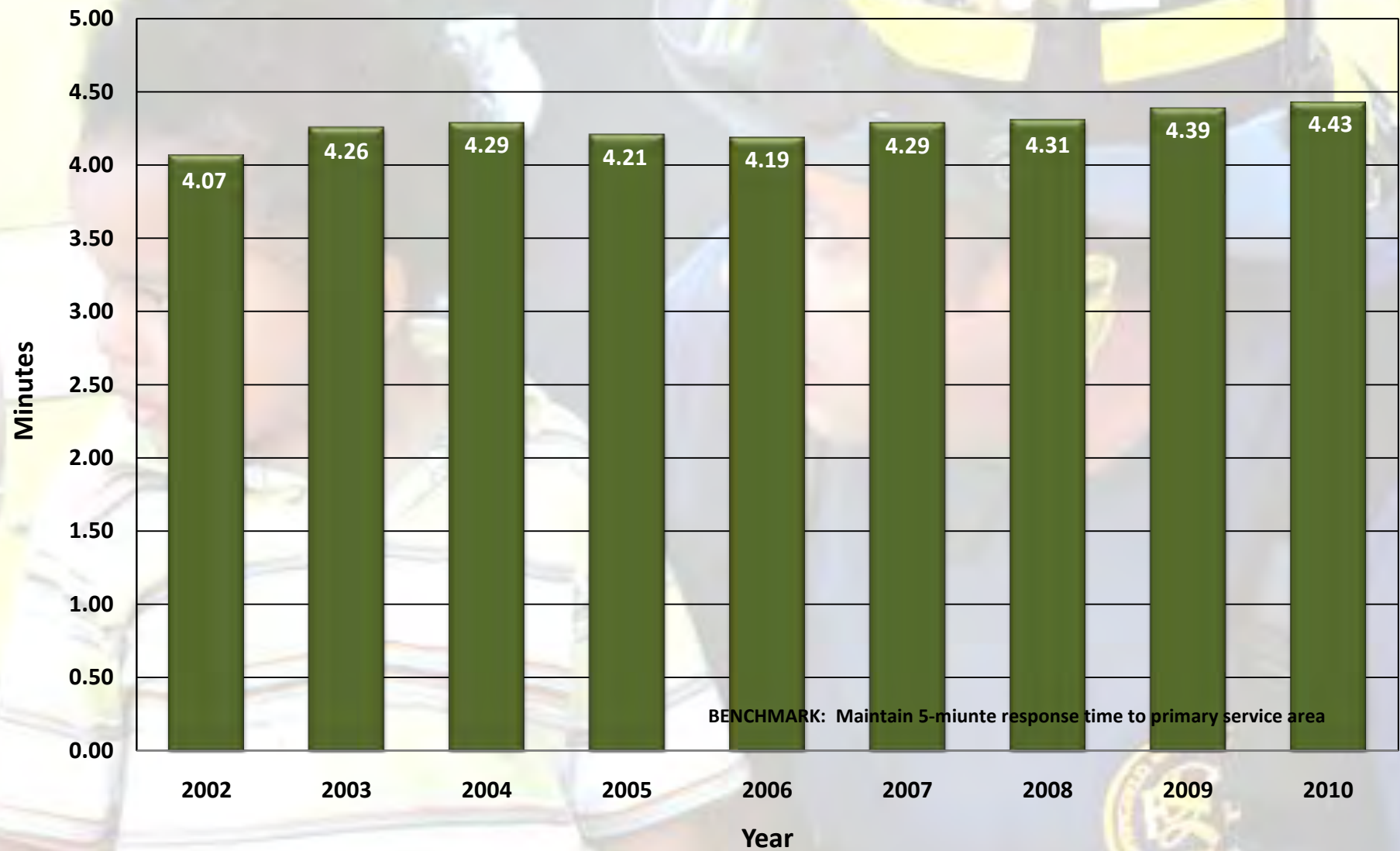




**“Working with the Community”**

# City of Springfield, Missouri - 2011-2012 Annual Operating Budget

## Response Time

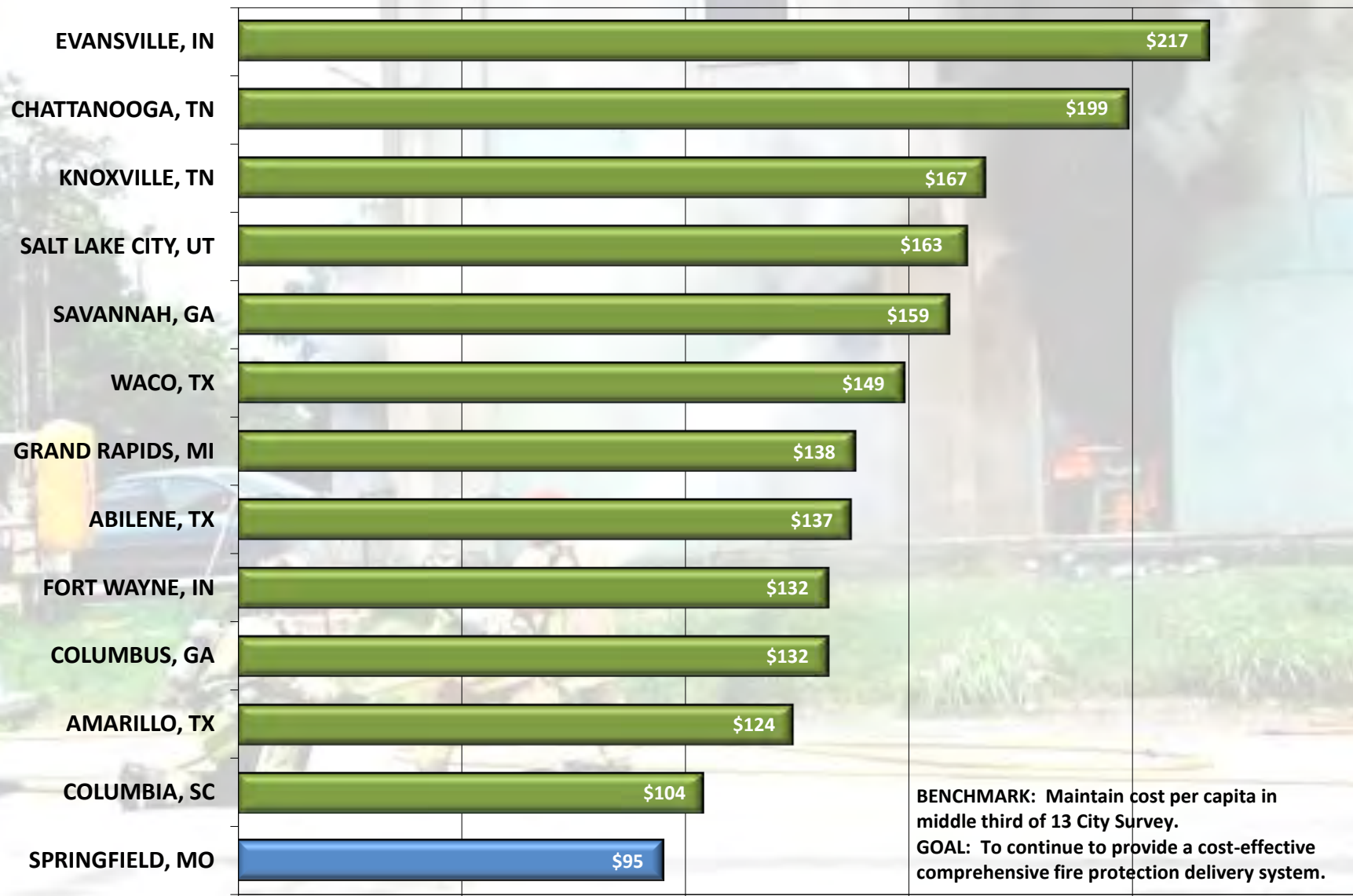




**“Working with the Community”**

## City of Springfield, Missouri - 2011-2012 Annual Operating Budget

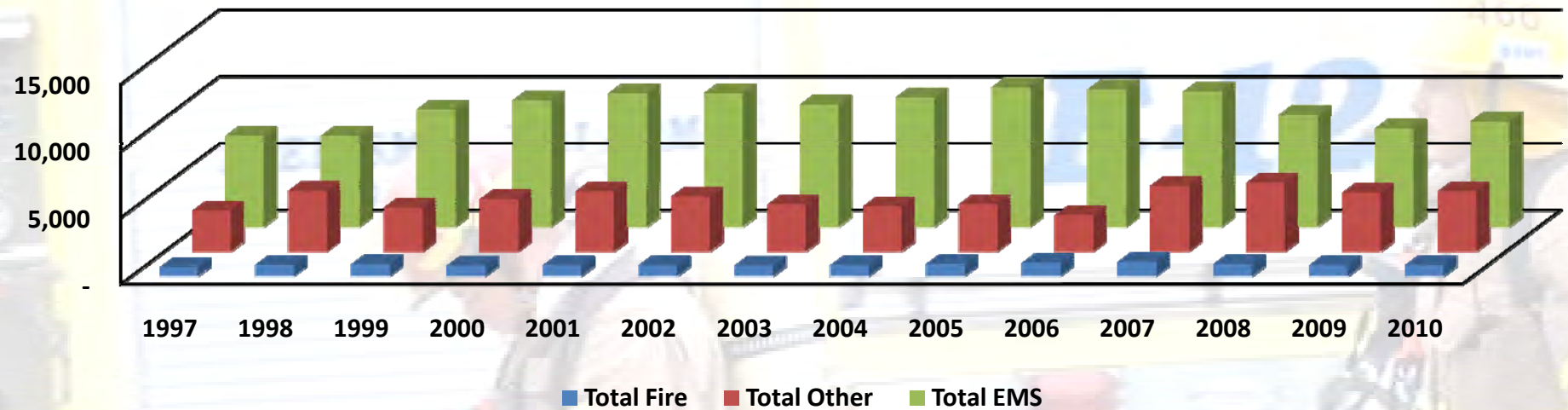
### Fire Protection Costs per Capita



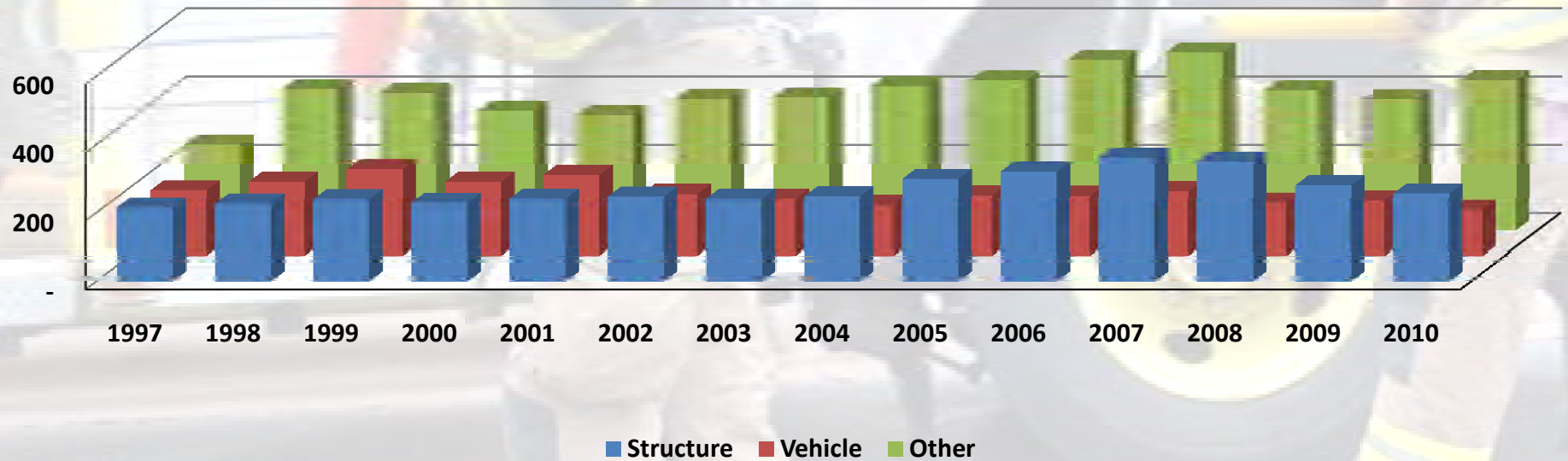


**“Working with the Community”**

### Total Calls for Service by Type



### Fire Calls for Service by Type





**“Working with the Community”**





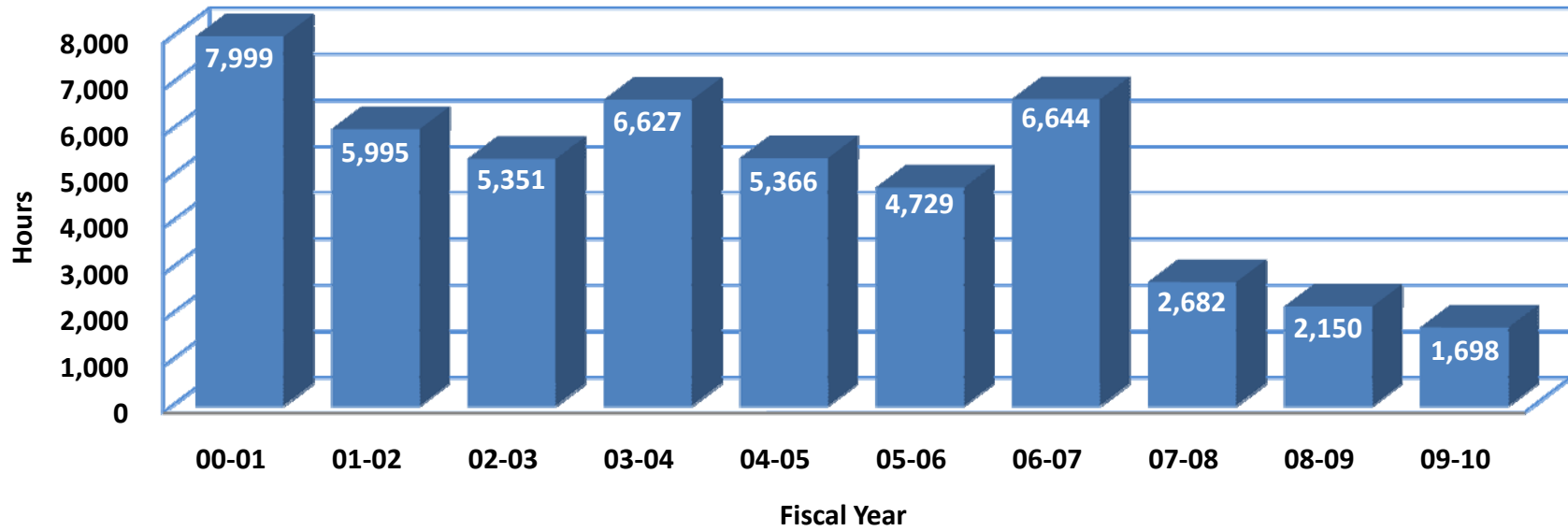
## **WORKER'S COMPENSATION**



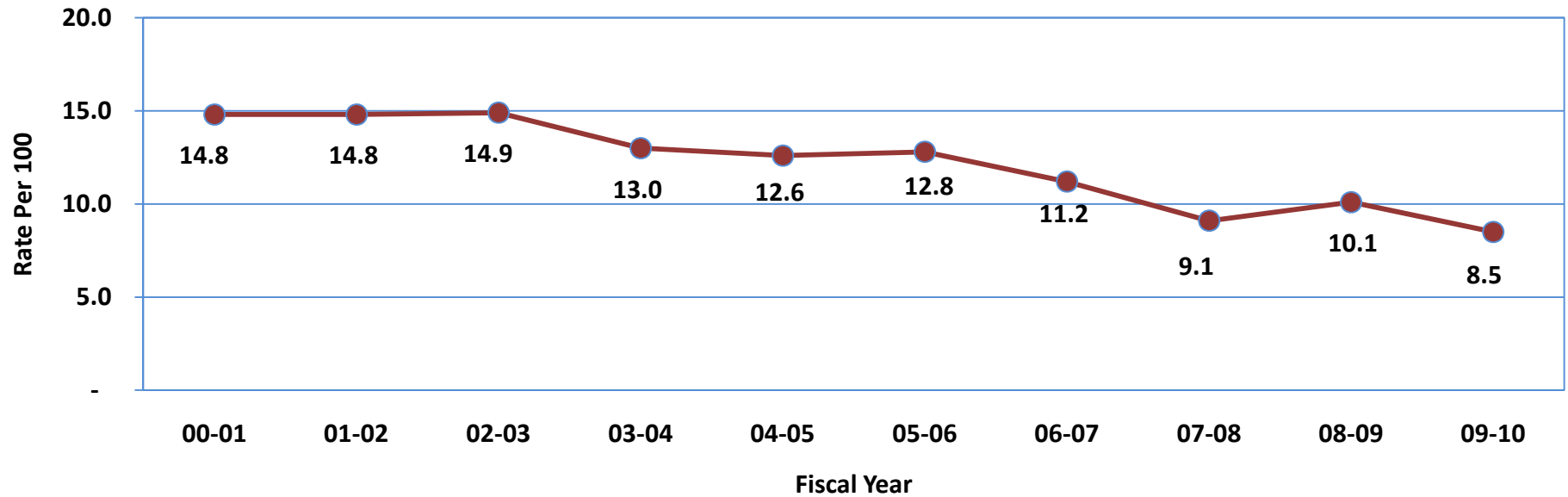
**“Working with the Community”**

City of Springfield, Missouri - 2011-2012 Annual Operating Budget

**Workers' Compensation Hours of Loss Time**



**Workers' Compensation Incidence Rate Per 100 Employees**





**“Working with the Community”**



## **DEPARTMENTAL PURPOSE, MISSION STATEMENTS, HIGHLIGHTS, AND PERFORMANCE MEASURES**



**“Working with the Community”**



## GENERAL FUND

*The General Fund accounts for the ordinary operations of a governmental unit that are financed from taxes and other general revenues. All transactions not account for in some other fund are accounted for in this fund.*

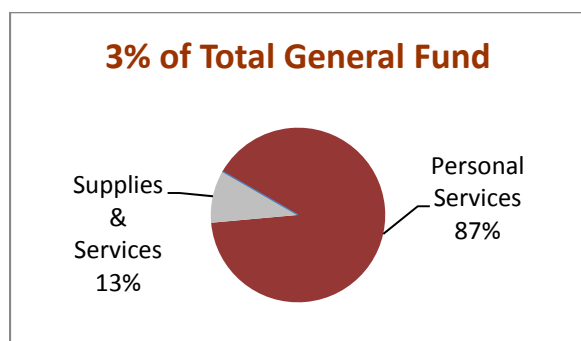
# Building Development Services (General Fund)

## Department Purpose:

The Department of Building Development Services implements and monitors a variety of city, state, and federal codes, and four trades (electrical, plumbing, gas and mechanical). It also offers essential information for businesses, homeowners, landlords, tenants, contractors, and developers.

## Department Mission:

To assure the Health, Safety, and Welfare of the Springfield Community through a commitment to: Cooperative Quality Code Enforcement, Quality and Timely Dissemination of Information, Courtesy and Customer Service, Integrity and Diplomacy, Improvement of Knowledge and Services, and Open-Mindedness.



## FY 2011-12 Budget Highlights:

- Four positions will be unfunded and remain vacant in fiscal year 2011-12.
- Fund Director of Building Development Services.
- \$100,000 was added to Operating Supplies & Services for Dangerous Buildings.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 1,694,623	\$ 1,511,116	\$ 1,628,772
Operating Supplies & Services	157,569	142,491	242,491
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,852,192</u>	<u>\$ 1,653,607</u>	<u>\$ 1,871,263</u>
Per Capita	\$ 11.61	\$ 10.37	\$ 11.73

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	2	2	2
Compliance & Inspection	14	14	13
Permit Issuance	12.5	12.5	12.5
Total FTEs	<u>28.5</u>	<u>28.5</u>	<u>27.5</u>



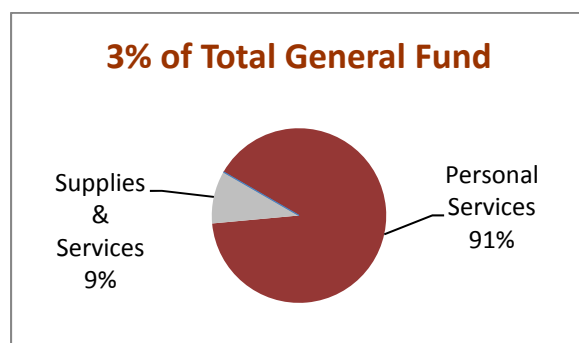
# City Attorney/Prosecution (General Fund)

## Department Purpose:

The City Attorney assists the City Council, City Management and all City Departments with matters of municipal law and seeks creative solutions to issues within the confines of the law. The Prosecutor's Office represents the City in prosecuting violations of City Ordinances.

## Department Mission:

Provide quality professional legal services to the government of the City of Springfield. Provide leadership in areas requiring legal expertise.



## FY 2011-12 Budget Highlights:

- One position will be unfunded and remain vacant in fiscal year 2011-12.
- Fund an Assistant City Attorney.

## Summary of Expenditures:

	Actual	Adopted	Adopted
Expenditure	2009-10	2010-11	2011-12
Personal Services	\$ 1,622,126	\$ 1,683,067	\$ 1,652,629
Operating Supplies & Services	279,975	171,671	169,296
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,902,101</u>	<u>\$ 1,854,738</u>	<u>\$ 1,821,925</u>
Per Capita	\$ 11.93	\$ 11.63	\$ 11.42

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
City Attorney	12	12	12
Prosecution	7	7	7
	<u>19</u>	<u>19</u>	<u>19</u>

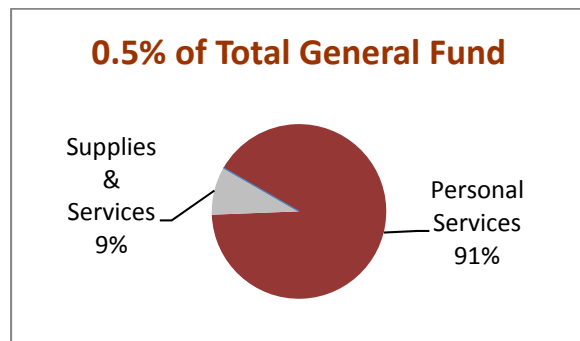
# City Clerk (General Fund)

## Department Purpose:

The City Clerk's Office is responsible for and designated as the Custodian of Records for the City of Springfield. In addition, the City Clerk's Office provides clerical support for the Mayor and City Council, the Council meetings, Council lunches, and the standing Council committees. The City Clerk's Office is also the clerical support for several boards, commissions, committees, and task forces.

## Department Mission:

The mission of the City Clerk's Office is to provide opportunities for citizens to interact with their elected officials and to keep an accurate record of local government proceedings. We are dedicated to provide accurate information to the elected officials, fellow departments, and the citizens of Springfield.



## FY 2011-12 Budget Highlights:

- 0.4 of a position will be unfunded and remain vacant in fiscal year 2011-12.
- \$5,000 was added to Operating Supplies & Services for Greene County Archives.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 308,405	\$ 294,457	\$ 310,184
Operating Supplies & Services	44,827	28,840	33,840
Capital Outlay/Improvements	-	-	-
	<u>\$ 353,232</u>	<u>\$ 323,297</u>	<u>\$ 344,024</u>
Per Capita	\$ 2.21	\$ 2.03	\$ 2.16

# City Clerk (General Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
City Clerk	5.5	5.5	5.5
	5.5	5.5	5.5

## Performance Measures:

**Goal:** The Sunshine Law provides that we must respond within three days to requests for information – by either providing the requested information or by responding to the requestor an estimate of the cost and the time needed to fill the request.

**Objective:** Work with other departments to provide the requested information within the three day timeframe when possible. If extensive research is required, work with the departments to ensure that the information is provided in a timely manner.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of requests processed same day as received	95%	97%	100%

**Goal:** State Statute governs when public records have met their retention and are no longer considered necessary for the continued operation of the City. As the custodian of records, the Clerk's Office oversees the maintenance and destruction of public records in accordance with State Statute.

**Objective:** To work with the City Departments to ensure that records are stored in accordance with the guidelines established by the Secretary of State's office, and when possible, destroyed in compliance with RSMo 109.230 (4). Where feasible and economically advantageous, the City Clerk's Office will store records in a digital format to allow for the reduction of paper documents, thereby, reducing the space needed and costs for storage of these documents.

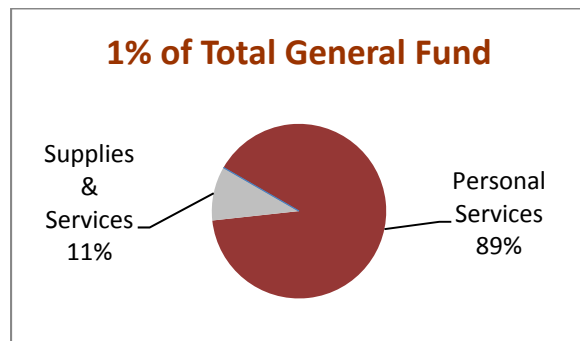
# City Manager (General Fund)

## Department Purpose:

The City Manager's Office leads and coordinates the work of various departments and all City staff. The City Manager's Office serves as the primary conduit between City Council and City staff.

## Department Mission:

The MISSION of the City Manager's Office is to responsibly administer the policies and ordinances of the City Council, acting as a conduit between citizens, groups, departments, and public officials. The City Manager provides leadership and innovative vision to City Staff and the Leadership Team to ensure efficient, open, and effective municipal government that addresses the concerns and goals of the citizens and visitors of Springfield.



## FY 2011-12 Budget Highlights:

- Two and a half positions will be unfunded and remain vacant in fiscal year 2011-12.

## Summary of Expenditures:

Expenditure	Actual		Adopted	
	2009-10		2010-11	2011-12
Personal Services	\$ 847,735	\$	585,126	\$ 761,247
Operating Supplies & Services	70,706		91,281	91,281
Capital Outlay/Improvements	-		-	-
	<u>\$ 918,441</u>	\$	<u>676,407</u>	<u>\$ 852,528</u>
Per Capita	\$ 5.76	\$	4.24	\$ 5.35

# City Manager (General Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
City Manager	7	7	7
Word Processing	1.5	1.5	1.5
	8.5	8.5	8.5

## Performance Measures:

**Goal:** Measure overall status and progress of city services and functions

**Objective:** Contact benchmark cities to establish communication and develop initial benchmark cities survey.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Survey Developed	No	No	In Progress

**Goal:** Promote accountability and transparency.

**Objective:** Develop and initiate a capital projects plan matching projects to appropriate sources.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Plan Developed	No	In Progress	In Progress

**Objective:** Deliver a balanced budget to City Council by May 1 of each year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Budget delivered by May 1	Yes	Yes	Yes

# Finance (General Fund)

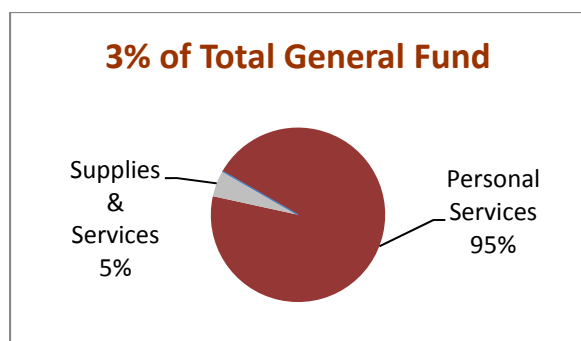
## Department Purpose:

The Finance Department includes six divisions. The Administration, Budget and Evaluation, and Accounting divisions prepare the City budget, financial audit, and a variety of other reports. The Accounting division is also responsible for payroll and accounts payable. The Print Shop does all in-house printing and mailing. The Licensing division issues a variety of licenses and permits that are required to do business, sell to the public, or solicit funds in the City of Springfield. The Purchasing division contracts for goods and services for all departments, boards and agencies in the City of Springfield. Many of these divisions serve as a resource to other departments.

## Department Mission:

The mission of the Finance Department is to effectively and efficiently provide the highest quality of fiscal services to the citizens of Springfield, elected officials and all City employees.

We are committed to integrity, accountability and customer service to accomplish our mission and to serve our customers.



## FY 2011-12 Budget Highlights:

- Two positions will be unfunded and remain vacant in fiscal year 2011-12.
- Fund Purchasing Assistant.
- Added \$17,700 to Operating Supplies and Services for training.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 2,020,688	\$ 2,039,311	\$ 2,064,282
Operating Supplies & Services	195,797	90,612	108,312
Capital Outlay/Improvements	4,773	-	-
	<u>\$ 2,221,258</u>	<u>\$ 2,129,923</u>	<u>\$ 2,172,594</u>
Per Capita	\$ 13.93	\$ 13.35	\$ 13.62

# Finance (General Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	3	3	3
Accounting	14	14	14
Budget/Evaluation	2	2	2
Licensing	9	9	9
Purchasing	7	7	7
	35	35	35

## Performance Measures:

**Goal:** Promote sound financial management of the City of Springfield and provide complete and informative financial information to the citizens of Springfield and elected officials.

**Objective:** Develop an annual operating budget and annual financial report that meets the standards established by the GFOA for the award program for Financial Reporting and the Budget Award Program.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Receive the GFOA CAFR Award	Yes	Yes	Yes
Receive the GFOA Budget Award	Yes	Yes	Yes

**Objective:** Meet or exceed the U.S. Treasuries 2 year yield (0.61% for FY 10) benchmark return on the City's investment portfolio.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
City's Yield	2.4%	N/A	N/A
Met or Exceeded	Yes	Yes	Yes

# Finance (General Fund)

## Performance Measures (cont.):

**Goal:** Partner with City Departments to achieve the efficient use of City resources.

**Objective:** Improve processing time for contracts by implementing a standard contract review template. Also provide training on the attachment elements and requirements for all contracts.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of Contracts delayed due to incomplete information	8%	5%	4%

**Objective:** Decrease the processing time for the issuance of a new business license by providing more information on the City's website, and improving communication with all City departments that must sign off on various aspects of business license.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Processing Time for New Business License	8 Days	8 Days	8 Days

**Goal:** Deliver a high level of customer service, which exceeds the expectation of our customers.

**Objective:** All Finance Department employees will attend at least two customer service training sessions per year

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of Finance Employees participating in Customer Service Training	100%	100%	100%



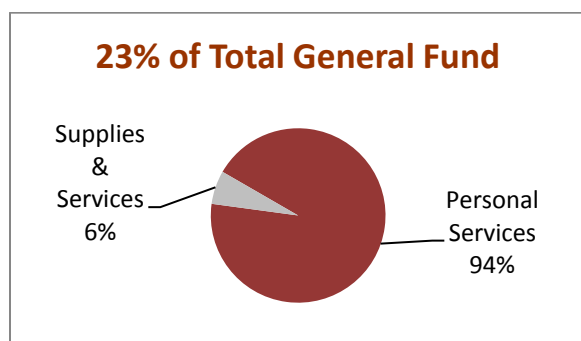
# Fire (General Fund)

## Department Purpose:

The Springfield Fire Department provides emergency services in a 75.5-square-mile area from 12 fire stations with a full-time staff of more than 200 dedicated professionals.

## Department Mission:

We are committed to working with the people of the community to provide and maintain a safe environment for the community, its visitors, and our employees through quality fire protection, emergency medical services, and hazard mitigation.



## FY 2011-12 Budget Highlights:

- One position will be unfunded and remain vacant in fiscal year 2011-12.
- Fund Assistant Fire Chief and Fire Marshal.
- Added \$55,500 for staff overtime.
- Added \$63,667 for service fees and Service Center charges.
- Added \$20,000 for training.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 16,836,333	\$ 14,994,011	\$ 15,507,259
Operating Supplies & Services	1,034,439	990,776	1,013,217
Capital Outlay/Improvements	45,340	-	-
	<u>\$ 17,916,112</u>	<u>\$ 15,984,787</u>	<u>\$ 16,520,476</u>
Per Capita	\$ 112.33	\$ 100.22	\$ 103.58

# Fire (General Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	3	3	3
Operations	199	186	187
Technical Services	11	11	11
Training	4	4	4
	217	204	205

## Performance Measures:

**Goal:** Develop departmental services to promote excellence.

**Objective:** Meet national deployment standards.

MEASURES	Actual 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
First unit arrive on fire scenes within 6:12 minutes of dispatch 90% of the time	87.6%	90.0%	90.0%
First unit arrive on EMS scenes within 6:12 minutes of dispatch 90% of the time	82.0%	90.0%	90.0%
Full effective response force arrive on fire scenes within 11:24 minutes of dispatch 90% of the time	68.9%	80.0%	90.0%

**Objective:** Provide above average staffing compared to benchmark cities.

*\*NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

MEASURES	Actual 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
Average on-duty staffing level - benchmark TBD	50.70	55.00	55.00
Firefighters per 1,000 population - 1.57 benchmark	1.25	1.25	1.30
Firefighter FTE's per fire incident - 3.19 benchmark	3.94	4.00	4.10

# Fire (General Fund)

## Performance Measures (cont.):

**Objective:** Provide above average service to the community compared to benchmark cities.

*\*NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Civilian injury rate per 1,000,000 population - benchmark TBD	112.4	100.0	100.0
Civilian death rate per 1,000,000 population - benchmark TBD	35.5	12.0	12.0
CPR saves per 1,000,000 population - benchmark TBD	76.9	50.0	50.0
Fire loss per capita - \$26.85 benchmark	\$30.88	\$24.00	\$24.00
Percent of fires extinguished prior to FD arrival - benchmark TBD	9%	10%	10%

**Objective:** Provide above average fire prevention services to the community compared to benchmark cities.

*\*NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Percent of total businesses inspected annually, based on 7,000 businesses - benchmark TBD	28%	25%	30%
Percent of target hazard businesses inspected annually, based on actual businesses inspected - benchmark TBD	19%	20%	20%
Percent of inspections requiring one or more follow-up inspections - benchmark TBD	9%	9%	9%
Number of plan reviews completed - benchmark TBD	51	75	80
Number of target group individuals that attended a public education presentation - benchmark TBD	17,528	8,000	8,000
Arson clearance rate - benchmark TBD	42%	30%	30%

**Objective:** Compare response data to the benchmark to evaluate utilization levels.

*\*NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Fire calls/1,000 population - 4.52 benchmark	4.94	5.00	5.00
EMS calls/1,000 population - 53.97 benchmark	46.79	45.00	45.00
Hazardous materials calls/1,000 population - benchmark TBD	1.07	1.00	1.00
Total calls/1,000 population - 80.90 benchmark	78.67	75.00	75.00
Arson fires/1,000 population - benchmark TBD	0.35	0.40	0.40
Accidental fires/1,000 population - benchmark TBD	0.66	0.60	0.60

# Fire (General Fund)

## Performance Measures (cont.):

**Goal:** Promote Employee Safety and Health.

**Objective:** Provide a work environment where the department experiences fewer firefighter injuries than the benchmark city average.

*\*NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Firefighter lost time injuries/100 incidents - benchmark TBD	17.31	16.00	15.00
Firefighter injuries/1,000 population - benchmark TBD	0.31	0.40	0.39
Number of lost work days - benchmark TBD	3	10	9

**Goal:** Provide comprehensive training and professional development programs to encourage leadership and knowledge.

**Objective:** To increase the personnel certified to national standards.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Continuously increase the percent of uniform personnel with each of the following certifications:			
Firefighter - 100% benchmark	100%	100%	100%
Driver/Operator - 70% benchmark	72%	75%	80%
Fire Officer - 55% benchmark	37%	40%	40%
Instructor - 30% benchmark	36%	40%	40%
Inspector - 2.8% benchmark	5%	10%	10%
Investigator - 2.8% benchmark	5%	7%	7%
EMT-B or higher - 100% benchmark	85%	90%	92%

# Fire (General Fund)

## Performance Measures (cont.):

**Objective:** To increase the personnel certified to national standards, continued.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Continuously increase percent of uniformed personnel with training to each of the following competency levels - 100% benchmark:			
Bomb Technician (5-member team)	100%	100%	100%
Building Collapse Rescue Technician (21-member team)	14%	25%	80%
Confined Rescue Technician (21-member team)	90%	95%	95%
Haz Mat Technician (42-member team)	8%	95%	95%
Rope Rescue Technician (21-member team)	90%	40%	40%
Trench Rescue Technician (21-member team)	71%	95%	95%
Vehicle Rescue Technician (21-member team)	90%	95%	95%
Water Rescue Technician (30-member team)	87%	95%	95%

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Continuously increase the percentage of uniformed personnel with degrees (based on 199 personnel):			
Associate - 30% benchmark	21%	22%	25%
Bachelor - 40% benchmark	34%	36%	38%
Masters or higher - 5% benchmark	3%	3%	3%

**Objective:** Provide high training levels that meet ISO recommendations for full credit.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Total company training hours per firefighter - 240.0 benchmark	220.66	240.00	240.00
Total company drill hours per firefighter - 16.0 benchmark	17.13	16.00	16.00
Total multi-company drill hours per firefighter - 12.0 benchmark	8.77	12.00	12.00
Total driver training hours per driver - 16.0 benchmark	52.25	30.00	30.00
Total officer training hours per officer - 16.0 benchmark	48.23	28.00	28.00

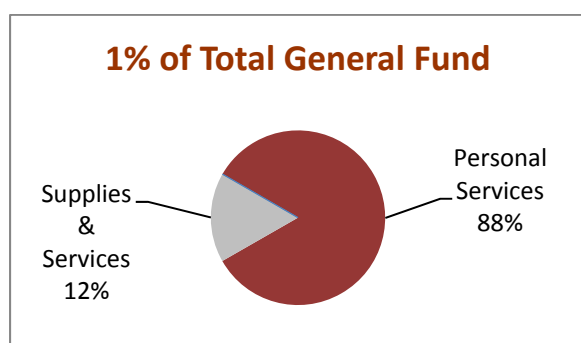
# Human Resources (General Fund)

## Department Purpose:

The Department of Human Resources of the City of Springfield provides a variety of support services to other departments in the areas of Administration, Employee Relations, Employment and Compensation, Payroll and Benefits, and Training and Development.

## Department Mission:

The Human Resources Department is committed to hiring, compensating and developing the City's workforce to ensure its ability to serve the citizens by strategically partnering with other City departments. We are dedicated to the fair and equitable treatment of all individuals, whether citizen, applicant or employee, by providing support, advice or guidance in an ethical, courteous and timely manner.



## FY 2011-12 Budget Highlights:

- One positions will be unfunded and remain vacant in fiscal year 2011-12.
- One new Human Resources Coordinator has been added.
- Fund Sr. Human Resources Coordinator and Human Resources Specialist.
- \$5,700 was added to Operating Supplies and Services for filing cabinets and computer leases.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 731,957	\$ 713,570	\$ 857,014
Operating Supplies & Services	58,999	114,467	118,167
Capital Outlay/Improvements	-	-	-
	<u>\$ 790,956</u>	<u>\$ 828,037</u>	<u>\$ 975,181</u>
Per Capita	\$ 4.96	\$ 5.19	\$ 6.11

# Human Resources (General Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	14.5	14.5	15.5
	14.5	14.5	15.5

## Performance Measures:

**Goal:** Partner with City Departments to facilitate the employment, training and benefit needs to ensure each department has appropriate personnel to operate and provide services to the citizens and visitors of the City of Springfield.

**Objective:** Respond to the increase and decrease in staffing needs for each individual department to ensure full-time positions are filled as funds are available.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Number of full-time positions filled	77	90	100

**Objective:** Respond to the hiring needs of City departments to ensure temporary/seasonal and contractual employees are hired and corresponding paperwork processed appropriately to ensure payment in a timely manner.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Number of temp/seasonal/contract positions filled	511	425	400

**Objective:** Meet and ensure the transition of long-term employees as they conclude their careers with the City of Springfield.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Number of retirements processed	45	40	40

# Human Resources (General Fund)

## Performance Measures (cont.):

**Goal:** Facilitate the employment process to ensure an appropriate balance of positions being filled are the result of promotional opportunities for current employees.

**Objective:** Fill at least 40-50% of all regular full-time positions with internal employees versus external candidates to ensure an appropriate level of growth and career opportunity for current employees.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of regular positions filled w/internal employees	20%	40%	50%

**Goal:** Partner with all City departments to ensure new employees receive necessary paperwork and information at the beginning of their employment with the City.

**Objective:** Ensure that at least 75% of all new hires complete the City's Sexual Harassment training program within the first week of their employment.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of new hires completeing sexual harassment training within the 1st week of employment	100%	100%	100%

**Objective:** Ensure that 90% of all newly-hired regular employees complete the "Welcome to the City" training program during their probationary period.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of new regular employee who complete the "Welcome to the City" during probation period	90%	100%	100%





**“Working with the Community”**

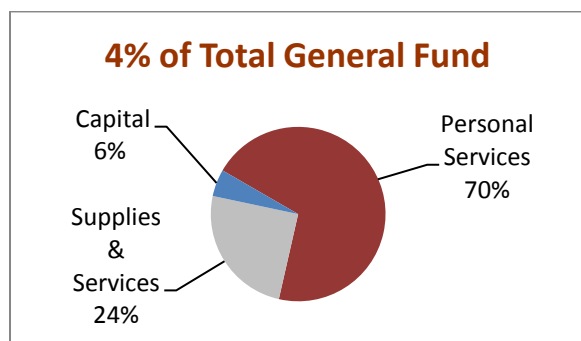
# Information Systems (General Fund)

## Department Purpose:

The Department of Information Systems is charged with the task of effectively and efficiently utilizing and maintaining the City Information Technology resources and investments; assisting City departments with project management during the implementation of new computer systems; constructing and maintaining an effective communications network capable of supporting our mission; securing the City's network, computer systems and information; and supporting new acquisitions of hardware and software by City departments through research assistance and team participation.

## Department Mission:

The Mission of the Information Systems Department is to provide excellence in information technology solutions and services that will facilitate the vision, objectives and goals of the City of Springfield.



## FY 2011-12 Budget Highlights:

- Two positions will be unfunded and remain vacant in fiscal year 2011-12.
- Convert two contract employees to full time.
- Moved two employees from Public Works - Transportation and one employee from the Police Department.
- Added \$30,000 to Capital for infrastructure upgrades.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 1,614,806	\$ 1,578,439	\$ 1,876,744
Operating Supplies & Services	606,808	681,878	631,878
Capital Outlay/Improvements	78,081	133,794	163,794
	<u>\$ 2,299,695</u>	<u>\$ 2,394,111</u>	<u>\$ 2,672,416</u>
Per Capita	\$ 14.42	\$ 15.01	\$ 16.76

# Information Systems (General Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	23	23	28
	23	23	28

## Performance Measures:

**Goal:** To support other City functions by providing reliable technical services.

**Objective:** Maintain system availability for mission critical IS services at least 99.9% of the time.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
System Availability (Per Week)	99.9%	99.9%	99.9%

**Objective:** Maintain Help Desk support and provide technical assistance to City departments.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Total Support Calls (Per Week)	236	252	270

**Objective:** Provide training classes to City personnel as a cost-savings measure to City departments and to increase employee working knowledge of software application for increased efficiencies.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Employees attending software training classes	230	216	300

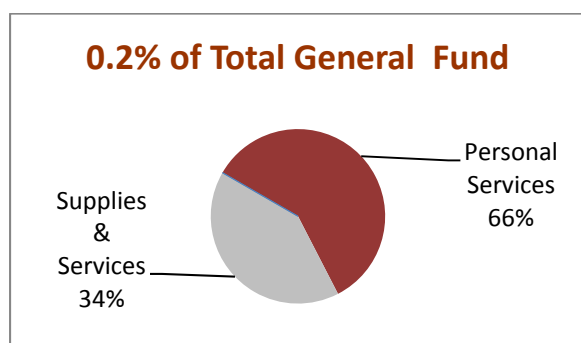


**“Working with the Community”**

# Mayor and Council (General Fund)

## Department Purpose:

Springfield City government is based on the Council/Manager system. By Charter, the City has eight Councilmembers who are each elected for a four-year term on a non-partisan basis, and a Mayor who is elected for a two-year term. The presiding officer at Council meetings is the Mayor.



## Department Mission:

The people of our community are the only reason we are here. Therefore, we are committed to working with the community to provide ethical and responsible local government so that everyone can enjoy the benefits of living and working in Springfield. We will achieve this through: Integrity and Pride of Service in everything we say and do; dedication to quality; Cooperation and Communication with one another and with citizens to ensure open government, and open management with no surprises; Continuous Improvement of Services through cost-effective utilization of people, materials, equipment and technology; Leadership and Knowledge through staff training and development; and Innovation in how we meet present and future needs of our city.

## FY 2011-12 Budget Highlights:

- Added \$4,000 to Operating Supplies and Services for software training and other supplies.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 64,618	\$ 97,894	\$ 90,273
Operating Supplies & Services	25,603	41,707	45,707
Capital Outlay/Improvements	-	-	-
	<u>\$ 90,221</u>	<u>\$ 139,601</u>	<u>\$ 135,980</u>
Per Capita	\$ 0.57	\$ 0.88	\$ 0.85

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Internal Auditor	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>

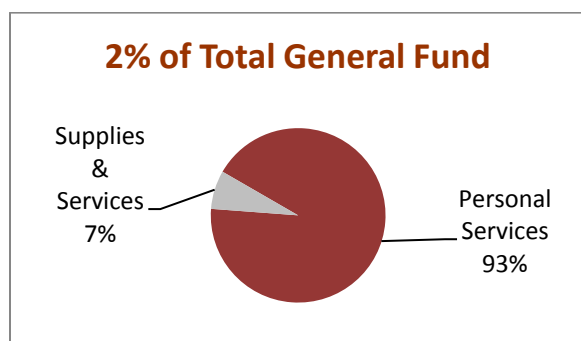
# Municipal Court (General Fund)

## Department Purpose:

The Springfield Municipal Court is a division of the 31<sup>st</sup> Judicial Circuit Court of Greene County. Municipal Court is committed to providing a forum for the fair and impartial resolution of cases filed under the Springfield City Code and City Charter.

## Department Mission:

To provide for the just, fair and expeditious resolution of cases filed under the Springfield City Code and City Charter. To accomplish our mission, we will; treat court users fairly and respectfully; insure the effective and efficient use of judicial resources; and enhance the public's understanding of the court system. If we accomplish our goals, the results will be; the public receives prompt, fair and courteous treatment by court personnel; court cases are resolved within time standards without sacrificing the quality of justice; and public has better understanding of the court process.



## FY 2011-12 Budget Highlights:

- Eliminated unfunded/vacant Clerk of the Court position.
- Added a Deputy Clerk of the Court position.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 1,417,984	\$ 1,457,780	\$ 1,422,821
Operating Supplies & Services	85,296	112,141	112,141
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,503,280</u>	<u>\$ 1,569,921</u>	<u>\$ 1,534,962</u>
Per Capita	\$ 9.43	\$ 9.84	\$ 9.62

# Municipal Court (General Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Court Operations	23	23	23
Municipal Probation Office	2	2	2
	25	25	25

## Performance Measures:

**Goal:** The court has developed case flow goals for the management of its docket. The court and local bar, working within established policies and procedures of this court, are committed to fair and speedy disposition of cases. It is the goal of the court to dispose of cases as follows.

**Objective:** DWI/BAC cases

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Cases disposed within 270 days of filing with the court	74%	100%	100%

**Objective:** All other cases

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Cases disposed within 120 days of filing with the court	86%	100%	100%

**Objective:** Under section 302.225. RSMo, a record of any plea or finding of guilty to any moving traffic violation shall be forwarded to the Department of Revenue within 7 days. Our goal is to forward all such records to the Department of Revenue within 7 days of the plea or finding of guilty.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Records sent to Department of Revenue within 7 days	98%	99%	99%

**Goal:** Professional development of all clerks of the court.

**Objective:** All clerks of the court are to become Certified Court Administrators through the University of Missouri – Columbia Management Training Institute within 5 years of their employment with the city and continue to keep up their certification yearly with at least 10 hours of education.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Clerks of the court having achieved certification	100%	100%	100%

# Non-Departmental (General Fund)

## Department Purpose:

Non-Departmental accounts for all general expenses that are not allocated to a specific department.

## Summary of Unallocated Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 13,395,385	\$ 564,314	\$ 1,222,548
Operating Supplies & Services	1,106,087	2,296,769	2,783,990
Transfers	3,888,598	3,781,227	4,673,307
	<u>\$ 18,390,070</u>	<u>\$ 6,642,310</u>	<u>\$ 8,679,845</u>
Per Capita	\$ 115.30	\$ 41.65	\$ 54.42

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>

## Operating Supplies & Services:

	<b>2011-12 Adopted</b>
Community Partnership of the Ozarks	\$ 12,131
Employee Counseling	39,500
Employee Leadership & Supervisor Training	18,900
Employee Wellness Program	50,000
Intergovernmental Relations	205,778
Landmark Board	2,000
Mayor's Commission on Children	58,789
Mayor's Commission on Human Rights	11,000
Mo Div Employment Security	25,000
Neighborhood Clean-Up	30,000
Partnership for Sustainability	5,000
SBDC Contribution	38,000
Scene Newsletter	3,250
Telephone Services	22,050
Tuition Reimbursement	100,000
Urban Neighborhood Alliance	30,000



# Non-Departmental (General Fund)

## Operating Supplies & Services (cont.):

	<b>2011-12 Adopted</b>
<i>Unallocated Detail:</i>	
Advertising	20,000
Auditing and Accounting	71,677
Bank Charges	5,000
Building Maintenance Fund	100,000
Contingency	610,507
Contributions	8,000
Drug Testing	18,000
Food Supplies	5,000
Insurance Premium	280,000
Judgements and Claims	50,000
Misc Operating Supplies	21,083
Other Professional Services	217,000
Overtime	6,000
Overtime Benefits	2,184
Pay Plan Improvements	1,155,575
Postage and Freight	112,000
Professional Development	10,000
Reserve for Payouts	353,114
Reserve for Prior Service Credit	300,000
Training Non-Travel	10,000
<i>Transfers to Other Funds</i>	
College Station, Heers Parking Debt	830,379
Developer Agreements	35,000
JVP Debt Service Payment	235,000
JVP Debt Shortfall	490,400
JVP Maintenance	250,000
Law Enforcement Sales Tax	855,000
Parking - Agee Lots, C.S. Parking Operations, Heers Parking Operations	270,010
PIC East	250,000
PIC West Debt	459,000
Planning Grants	64,045
Public Health	427,956
Public Parks	476,517
Solid Waste	30,000
 Total Supplies & Services	 \$ 8,679,845



**“Working with the Community”**

# Ozark Greenways, Inc. (General Fund)

## Summary of Unallocated Expenditures:

	Actual	Adopted	Adopted
Expenditure	2009-10	2010-11	2011-12
Personal Services	\$ -	\$ -	\$ -
Operating Supplies & Services	90,927	60,000	91,000
Capital Outlay/Improvements	-	-	-
	<u>\$ 90,927</u>	<u>\$ 60,000</u>	<u>\$ 91,000</u>
Per Capita	\$ 0.57	\$ 0.38	\$ 0.57

The operating supplies and services are being funded 34% by the General Fund, 22% by Public Parks, 22% by Transportation, and 22% by Greene County.

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>

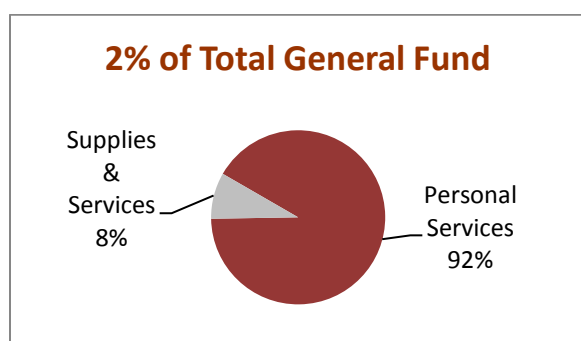
# Planning and Development (General Fund)

## Department Purpose:

The Planning and Development Department primarily provides services related to the physical development of the community. The department works with citizens and other departments to plan for the orderly growth of Springfield in a variety of ways.

## Department Mission:

Improve the quality of life for current and future generations through implementation of creative planning and development strategies and effective citizen involvement.



## FY 2011-12 Budget Highlights:

- Four positions will be unfunded and vacant for fiscal year 2011-12.
- Added \$15,000 for Other Professional Services.
- Added \$4,663 for Operating Supplies and Services.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 1,140,710	\$ 1,192,429	\$ 1,264,257
Operating Supplies & Services	169,963	112,170	109,833
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,310,673</u>	<u>\$ 1,304,599</u>	<u>\$ 1,374,090</u>
Per Capita	\$ 8.22	\$ 8.18	\$ 8.62

# Planning and Development (General Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	2	2.37	3.37
Economic Development	3.42	4.42	4.42
Grant/Program Implementation	0.25	0.25	0.25
Neighborhood Conservation	2.47	4.07	3.25
Planning Services	4.55	0	0
Zoning & Subdivision	6	7	7
	18.69	18.11	18.29

## Performance Measures:

**Goal:** Zoning applications approved will be consistent with the adopted plan.

**Objective:** 95% of zoning applications approved are consistent with the adopted plan and/or staff recommendation.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Applications consistent with adopted plan	100%	95%	95%

**Goal:** Timely processing and delivery of required reports and documents.

**Objective:** Median number of days for final approval of zoning applications equals minimum number of days for approval by ordinance (from application deadline to final approval of the application). Average number of days for final approval of zoning applications does not exceed minimum number of days for approval by more than 5%.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Average number of days for final application approval	72 days*	72 days	72 days

*\*Several large cases are tabled at the request of the applicant to reach compromise agreement with neighbors.*

**Objective:** 95% of staff reports are provided to boards on the scheduled date for delivering the agenda. This includes Planning and Zoning Commission, Landmarks and Board of Adjustment.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Staff reports provided by agenda deadline	98%	98%	95%

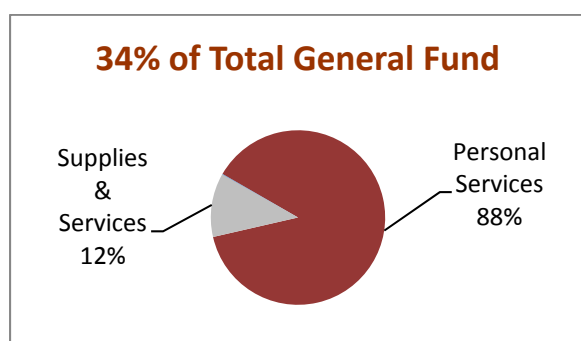
# Police (General Fund)

## Department Purpose:

The Springfield Police Department is an accredited law enforcement agency comprised of 326 sworn officers and 81.5 civilian employees. The department is organized into three divisions: Operations, Criminal Investigations, and Support Services.

## Department Mission:

Partnering with the Community for Quality Police Service and Protection



## FY 2011-12 Budget Highlights:

- Four and a half positions will be unfunded and remain vacant in fiscal year 2011-12.
- Fund two Police Services Representatives.
- Added \$182,540 to Operating Supplies & Services for Records Management System.
- Added \$101,508 to Operating Supplies and Services for Service Center charges.
- Added \$98,000 to Operating Supplies and Services for equipment cost for new recruits.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 20,867,928	\$ 20,475,326	\$ 21,120,328
Operating Supplies & Services	2,257,607	2,316,861	2,837,979
Capital Outlay/Improvements	85,063	160,000	15,530
Transfers	5,400	-	5,400
	<u>\$ 23,215,998</u>	<u>\$ 22,952,187</u>	<u>\$ 23,979,237</u>
Per Capita	\$ 145.56	\$ 143.90	\$ 150.34

# Police (General Fund)

## Personal Services Summary:

BY DIVISION	2009-10		2010-11		2011-12	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Administration	1	1	1	1	1	1
Criminal Investigations	46	4	46	4	46	4
Support Services	17	59.5	17	59.5	17	59.5
Uniform Operations	172	5	172	5	174	5
	236	69.5	236	69.5	238	69.5

## Performance Measures:

**Goal:** Maximize effective use of police resources and equipment to meet citizen service demands, safety and security.

**Objective:** Meet or exceed established benchmark in response to calls for service.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2009-10	2010-11	2011-12
Median response time to Priority 1 calls	6.30	6.07	6.00
Median response time to Priority 2 calls	9.55	9.42	10.00
Median response time to Priority 3 calls	14.19	13.36	15.00

**Objective:** Maintain a 46% clearance rate or above on all violent crimes (47% UCR national clearance rate).

MEASURES	Actual	Fiscal Year	Fiscal Year
	2009-10	2010-11	2011-12
Clearance Rate Violent Crime	42.4%	44.4%	46.0%

**Objective:** Maintain a 22% clearance rate or above on all property crimes (18.6% UCR national clearance rate).

MEASURES	Actual	Fiscal Year	Fiscal Year
	2009-10	2010-11	2011-12
Clearance Rate Property Crime	25.1%	23.4%	22.0%

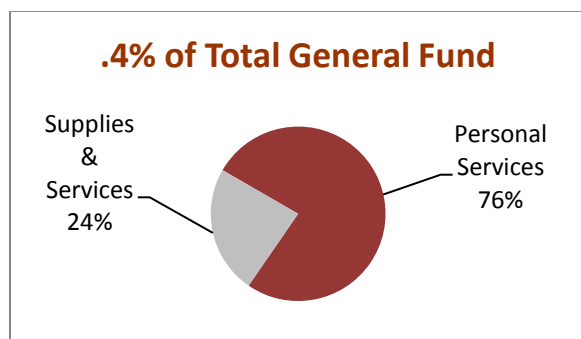
# Public Information (General Fund)

## Department Purpose:

The Public Information Department provides information to the general public and media, and serves as a resource to the community. The Public Information Department also works with City departments regarding news releases, special events, website content and development, professional graphic design services, videos and other informational materials about City government.

## Department Mission:

We are committed to working with the Community by providing timely and accessible City information using all relevant communication technologies to empower citizens and staff to participate in open and transparent government.



## FY 2011-12 Budget Highlights:

- Two and one-half positions will be unfunded and remain vacant in fiscal year 2011-12.
- Added \$3,250 for the Partners in Education program and Service Center charges.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 295,465	\$ 308,951	\$ 189,816
Operating Supplies & Services	39,234	55,838	59,088
Capital Outlay/Improvements	-	-	-
	<u>\$ 334,699</u>	<u>\$ 364,789</u>	<u>\$ 248,904</u>
Per Capita	\$ 2.10	\$ 2.29	\$ 1.56

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
PIO Administration	4.5	4.5	4.5
PIO Service Request	2	2	2
	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>



# Public Information (General Fund)

## Performance Measures:

**Goal:** Work with city departments to close out service requests in a reasonable time period. We currently have a goal of 30 days to close a request.

**Objective:** The Service Request division is a liaison between the city and its citizens. Improve the length of time it takes to complete a request for service and contact the citizen with the results and encourage citizens to use online service requests.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Service requests entered	7,570	8,100	7,900
Service requests closed	7,513	7,900	7,750
No. of days to close out a request	43.0	25.0	30.0
Percentage of requests closed	99.3%	97.5%	97.8%
Online service requests entered	409	550	650
Percentage of online requests to total requests	5.4%	6.8%	8.2%

**Goal:** To inform citizens about news related to the City of Springfield on a consistent and timely basis.

**Objective:** Work directly with departments that do not have their own PIOs and coordinate with departments that do have their own PIOs to gather accurate information and prepare news releases for distribution on an appropriate timetable. Increase the use of social media such as Facebook and Twitter to reach citizens on the web and gather immediate feedback.\*

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
No. of PIO news releases	200	315	258
Facebook "likes"	9000**	1,541	2,311
Twitter "followers"	N/A	1,086	1,629

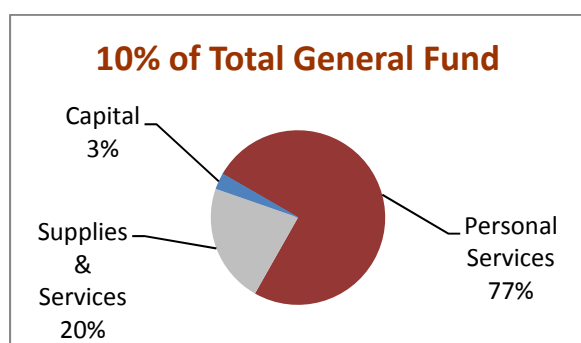
\* The above data does not include numbers for social media page for the following entities:  
Fire, WIC, Health, Parks, Zoo, Office of Emergency Management, Police and Police recruiting.

\*\* "Google Springfield" Facebook page only.

# Public Works (General Fund)

## Department Purpose:

The Public Works Department is the largest department in Springfield's City government, encompassing eight divisions. These divisions are: Administration, Street Maintenance, Traffic Engineering, Sanitary Services, Solid Waste Management, Engineering, Storm Water Services and General Services. Each division is responsible for several different services.



## Department Mission:

Public Works is committed to working with the community to advance and continuously improve the citizens of Springfield quality of life by being a leader in the development of solutions that both meets the needs of the community and places the welfare and safety of the public above all other considerations.

## FY 2011-12 Budget Highlights:

- 20.05 positions will be unfunded and remain vacant in fiscal year 2011-12.
- Fund Director of Public Works.
- Added \$200,000 to Personal Services to reclassify various positions.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 5,154,209	\$ 5,324,107	\$ 5,302,539
Operating Supplies & Services	1,196,073	1,473,284	1,423,934
Capital Outlay/Improvements	8,390	127,500	192,187
	<u>\$ 6,358,672</u>	<u>\$ 6,924,891</u>	<u>\$ 6,918,660</u>
Per Capita	\$ 39.87	\$ 43.42	\$ 43.38

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	5.4	5.4	5.4
Engineering & Stormwater	38	38	38
Operations	57	57	57
	<u>100.4</u>	<u>100.4</u>	<u>100.4</u>

# Public Works (General Fund)

## Performance Measures:

**Goal:** Maintain Municipal Facilities at a high level of quality, safety, and cleanliness.

**Objective:** Safe, clean, and functional public buildings.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of Facilities Service Requests completed within 48 hours.	100.0%	95.0%	95.0%

**Goal:** Plan and operate Municipal Facilities in a manner that uses resources wisely.

**Objective:** Perform preventive maintenance to reduce overall repair costs.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of preventive maintenance completed within two weeks of schedule.	85.0%	85.0%	80.0%

**Goal:** Obtain a long-term and reliable funding source to fund administrative and operational costs associated with meeting federal and state storm water mandates.

**Objective:** Remain in compliance with federal and state clean water mandates and contribute to the protection of water resources in southwest Missouri.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Level of Funding for Stormwater Compliance			
General Fund	\$ 100,000	\$ 100,000	\$ 100,000
Level Prop Tax	\$ -	\$ -	\$ -
Parks/Waterways Sales Tax	\$ 210,000	\$ 250,000	\$ 300,000

\*Level property tax and Parks/Waterways sales tax may not be available after FY 2012, which could result in the General fund being the only funding source available to cover federal mandates unless another funding source is identified.

# Watershed Committee of the Ozarks (General Fund)

## Summary of Unallocated Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ -	\$ -	\$ -
Operating Supplies & Services	14,330	20,000	20,000
Capital Outlay/Improvements	-	-	-
	<u>\$ 14,330</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>
Per Capita	\$ 0.09	\$ 0.13	\$ 0.13

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>



## **SPECIAL REVENUE FUNDS**

*Special revenue funds account for the proceeds of special revenue sources that are restricted by law or administrative action and are to be expended for specific purposes.*

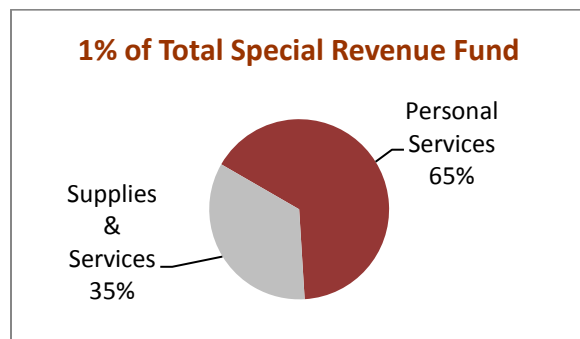
# Art Museum (Special Revenue Fund)

## Department Purpose:

The Springfield Art Museum is a City agency with a rich heritage of supporting the arts in the Ozarks. It operates under authority of a nine-member board. Incorporated in 1928, the Museum was first operated entirely by volunteers and still relies heavily on community support in a variety of ways.

## Department Mission:

The Springfield Art Museum is dedicated to enhancing the education and documenting the diverse cultural heritage of the people of southwest Missouri through the collection, preservation and exhibition of art objects.



## FY 2011-12 Budget Highlights:

- Plan to fill the Assistant Director and Registrar positions in fiscal year 2011-12.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 623,119	\$ 728,849	\$ 737,456
Operating Supplies & Services	286,117	380,676	399,679
Capital Outlay/Improvements	-	-	-
	<u>\$ 909,236</u>	<u>\$ 1,109,525</u>	<u>\$ 1,137,135</u>
Per Capita	\$ 5.70	\$ 6.96	\$ 7.13

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Art Education	2	2	2
Art Exhibits & Collections	6	6	6
Art Museum Administration	5.5	5.5	5.5
	<u>13.5</u>	<u>13.5</u>	<u>13.5</u>

# Art Museum (Special Revenue Fund)

---

## Performance Measures:

**Goal:** Provide more educational opportunities and increase attendance of art related events.

**Objective:** To increase services to the community through additional exhibition, activities and other arts related events.

MEASURES	Actual	Fiscal Year	
	2009-10	2010-11	2011-12
Exhibitions	42	55	60
Annual Participants	41,535	42,989	45,000
School Tours	81	70	75
School Children	4,100	3,900	4,000
Art Classes	46	78	80
Art Class Students	478	560	640
Volunteer Hours	1,300	1,200	1,250

# Convention and Visitors Bureau (Special Revenue Fund)

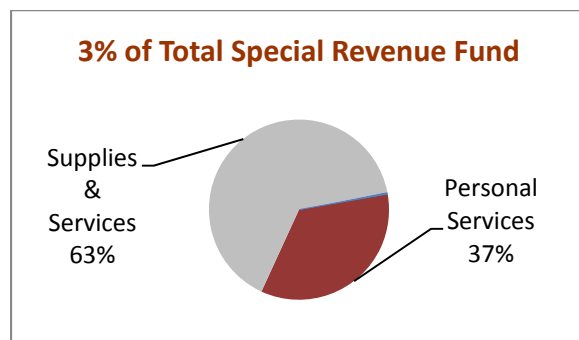
## Fund Purpose:

The tourism/convention fund accounts for half of the proceeds of the City's 5% hotel/motel tax. These funds are used exclusively by the tourism/convention board to promote the Springfield area.

## Fund Notes:

Funding for the positions of Executive Director, Director of Communications, Director of Sales, Sales Manager, Sales Manager (Group Tours), Convention Services/Special Projects Coordinator, Office Manager, Sales Administrative Assistant, Administrative Assistant, Communication Assistant and Receptionist/Tourist Information Center Supervisor, as well as temporary/part-time wages for staffing the Tourist Information Center, are included in this total.

The amounts shown for the 2011-12 budget have been reviewed and approved by the Bureau's Board of Directors. Any changes will be incorporated as part of a subsequent Council Bill to approve the annual agreement between the City and the Bureau.



## FY 2011-12 Budget Highlights:

- The personal services costs shown in this fund are for employees who are not considered "City Employees" and are outside the City's merit system.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 947,390	\$ 1,027,845	\$ 1,059,773
Operating Supplies & Services	1,938,328	1,929,920	1,801,937
Capital Outlay/Improvements	40,338	10,000	7,840
	<u>\$ 2,926,056</u>	<u>\$ 2,967,765</u>	<u>\$ 2,869,550</u>
Per Capita	\$ 18.35	\$ 18.61	\$ 17.99





**“Working with the Community”**

# Emergency Communications (Special Revenue Fund)

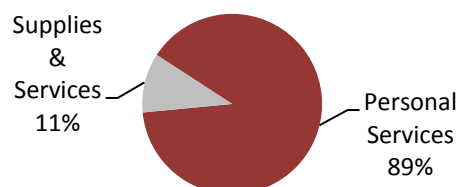
## Department Purpose:

The Emergency Communications Department is committed to efficiently and compassionately answering the public's call for emergency service response. The Springfield-Greene County Emergency Communications Department serves as the access point for the 9-1-1 caller needing public safety services. Departmental personnel have the direct responsibility for quick relay of requests for fire, police, emergency medical and related services. Calls from the entire county are processed through the communication facility.

## Department Mission:

The people of our community are the only reason we are here. Therefore, the Emergency Communications Department is committed to efficiently and compassionately answering the public's call for emergency service response. Our commitment will be demonstrated through sensitivity to the dignity and service by an exceptionally trained service-focused staff that is effectively equipped to provide efficient, cost-effective response by public safety agencies.

### 4% of Total Special Revenue Fund



## FY 2011-12 Budget Highlights:

- Nine positions will be unfunded and remain vacant in fiscal year 2011-12.

## Summary of Expenditures:

Expenditure	Actual	Adopted	
	2009-10	2010-11	2011-12
Personal Services	\$ 3,401,340	\$ 3,506,091	\$ 3,577,356
Operating Supplies & Services	408,540	469,889	423,004
Capital Outlay/Improvements	-	-	-
	<u>\$ 3,809,880</u>	<u>\$ 3,975,980</u>	<u>\$ 4,000,360</u>
Per Capita	\$ 23.89	\$ 24.93	\$ 25.08

## Emergency Communications (Special Revenue Fund)

---

### Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Emergency Communications	73	73	73
	73	73	73

### Performance Measures:

**Goal:** To respond in a timely manner to emergency calls for assistance.

**Objective:** Answer 90% of 911 calls in 10 seconds or less.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Calls answered in 10 seconds or less	91.4%	95.0%	90.0%

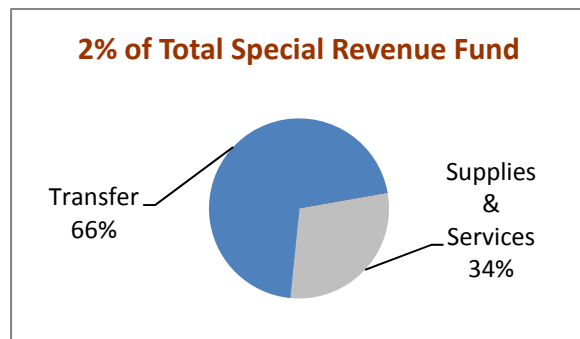
# Hotel/Motel Tax (Special Revenue Fund)

## Department Purpose:

The tourism/convention fund accounts for half of the proceeds of the City's 5% hotel/motel tax. These funds are used exclusively to repay debt and maintain Jordan Valley Park.

## FY 2011-12 Budget Highlights:

- \$340,000 payment to WOW.
- \$127,500 payment to Gillioz, Landers, & the Zoo.
- \$54,900 payment to Sports Commission.
- \$54,500 payment to Arts Counsel.
- \$42,500 payment to Discovery Center.



## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ -	\$ -	\$ -
Operating Supplies & Services	480,315	487,000	619,400
Transfers	1,310,100	1,113,000	1,200,600
	<u>\$ 1,790,415</u>	<u>\$ 1,600,000</u>	<u>\$ 1,820,000</u>
Per Capita	\$ 11.23	\$ 10.03	\$ 11.41

## Personal Services Summary:

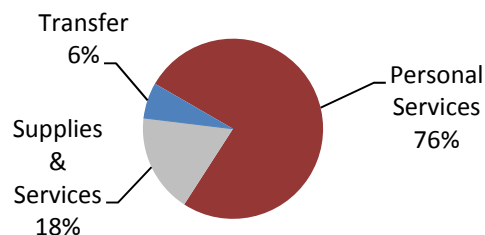
BY DIVISION	2009-10	2010-11	2011-12
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>

# Law Enforcement Sales Tax (Special Revenue Fund)

## Department Purpose:

The Law Enforcement Sales Tax is a county-wide tax shared with Greene County and other municipalities located in Greene County. The tax funds salaries and supplies for police officers and support staff and debt payments on the county-wide radio system and Police Department buildings.

### 8% of Total Special Revenue Fund



## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 7,306,845	\$ 6,588,559	\$ 5,652,056
Operating Supplies & Services	999,730	1,241,390	1,328,890
Capital Outlay/Improvements	22,324	86,000	-
Transfers	1,020,000	573,000	478,000
	<u>\$ 9,348,899</u>	<u>\$ 8,488,949</u>	<u>\$ 7,458,946</u>
Per Capita	\$ 58.61	\$ 53.22	\$ 46.77

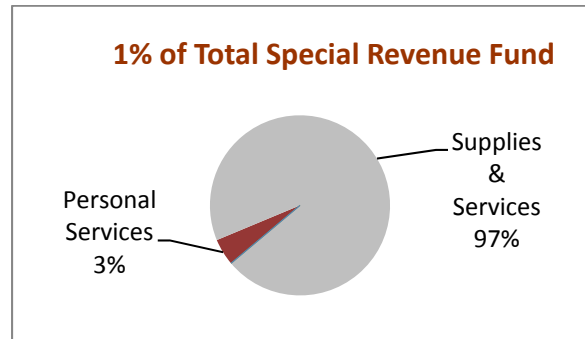
## Personal Services Summary:

BY DIVISION	2009-10		2010-11		2011-12	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Criminal Investigations	13	5	13	5	13	5
Support Services	2	8	2	8	2	8
Uniform Operations	63	0	63	0	45	0
	<u>78</u>	<u>13</u>	<u>78</u>	<u>13</u>	<u>60</u>	<u>13</u>

## Miscellaneous Special Revenue (Special Revenue Fund)

### Department Purpose:

This special revenue category includes Fire Department Training, Car Park, Springfield LASERS, and Special Assessments such as Floodway Mowing, and Weed Abatement.



### Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 69,082	\$ 26,875	\$ 27,108
Operating Supplies & Services	632,867	812,787	925,902
Transfers	-	-	-
	<u>\$ 701,949</u>	<u>\$ 839,662</u>	<u>\$ 953,010</u>
Per Capita	\$ 4.40	\$ 5.26	\$ 5.98

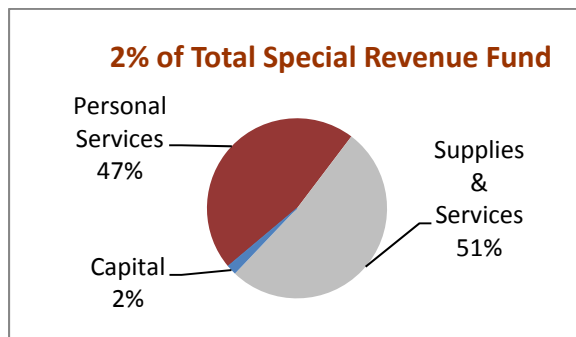
### Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>

# Police Special Revenue (Special Revenue Fund)

## Department Purpose:

This special revenue category includes Police Training, MSU Substation, Drury Substation, and Confiscated Property.



## Summary of Unallocated Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 890,572	\$ 848,666	\$ 883,671
Operating Supplies & Services	148,427	946,300	948,190
Capital Outlay/Improvements	150,552	-	35,671
Transfers	15,000	32,498	-
	<u>\$ 1,204,551</u>	<u>\$ 1,827,464</u>	<u>\$ 1,867,532</u>
Per Capita	\$ 7.55	\$ 11.46	\$ 11.71

## Personal Services Summary:

BY DIVISION	2009-10		2010-11		2011-12	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	10	0	10	0	10	0
	10	0	10	0	10	0

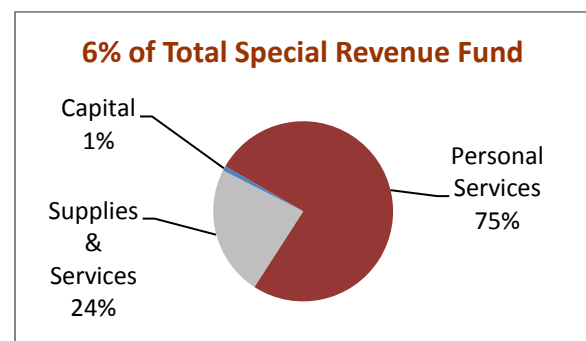
# Public Health Services (Special Revenue Fund)

## Department Purpose:

The Springfield-Greene County Health Department protects the public's health and encourages citizens to build and maintain healthy lifestyles. The Health Department promotes good health practices and makes every effort to engage the community and focus public attention on issues for education purposes.

## Department Mission:

Helping people live longer, healthier, happier lives. Supporting family and community health through quality care, education and collaboration. Ensuring environmental quality through monitoring, enforcement and education. Protecting the public through planning, public information and disease control. Measuring success through collection and dissemination of health-related data. Conserving resources through efficient utilization.



## FY 2011-12 Budget Highlights:

- Three positions will be unfunded and remain vacant in fiscal year 2011-12.
- Fund Senior Animal Control Officer and an Animal Control Officer.
- Added \$35,000 for animal control rescue support groups.
- Added \$45,000 for air quality program.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 4,134,936	\$ 4,655,167	\$ 4,647,124
Operating Supplies & Services	1,134,813	1,437,396	1,500,396
Capital Outlay/Improvements	20,813	50,000	37,000
Transfers to Other Funds	45,591	-	-
	<u>\$ 5,336,153</u>	<u>\$ 6,142,563</u>	<u>\$ 6,184,520</u>
Per Capita	\$ 33.46	\$ 38.51	\$ 38.77



# Public Health Services (Special Revenue Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	14	10	12
Community Health	13	19	9
Environmental Health	38	43	35
Maternal/Child & Family Health	17	7	23
	82	79	79

## Performance Measures:

**Goal:** Maintain a yearly immunization percentage rate higher than the 5-year mean for children age 2 and under served at Westside Public Health Center (WSPHC).

**Objective:** Exceed the 5-year mean of 80.8%.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of total WSPHC 2 yr and under children immunized	83%	90%	90%

**Goal:** Respond to pending environmental compliance service requests at a rate that is less than the 5-year mean.

**Objective:** Respond to and close out environmental compliance service requests within 34.8 days.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Days from initiation to closure	34.2	33.0	33.0

**Goal:** To reunite animals with owners and/or place with animal rescue organizations at an annual percentage rate greater than the 5-year mean.

**Objective:** Reunite impounded animals with owners or rescue organizations at least 44.6% of the time.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of animals saved	46%	54%	54%

# Public Health Services (Special Revenue Fund)

---

## Performance Measures (cont.):

**Goal:** Provide clients with testing and treatment of sexually transmitted infections (STI) at the Springfield-Greene County Health Department express lab or clinic.

**Objective:** Treat diagnosed STI clients out of total clients served greater than the 5-year mean of 23.3%.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of total clients treated for STI	27%	28%	28%



**“Working with the Community”**

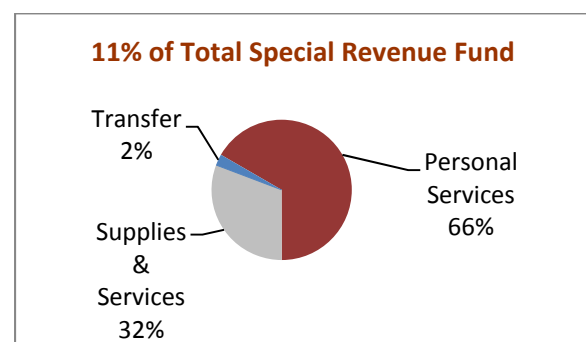
# Public Parks (Special Revenue Fund)

## Department Purpose:

Intergovernmental, administrative park board serving Springfield and Greene County residents through the divisions of Recreation, Jordan Valley Park, Dickerson Park Zoo, General Operations and Maintenance and Administration.

## Department Mission:

The Springfield-Greene County Park Board is committed to providing the highest quality of leisure opportunities; to offer programs for relaxation as well as stimulation; and to encourage personal and community enrichment for the citizens of Springfield and Greene County



## FY 2011-12 Budget Highlights:

- 9.25 positions will be unfunded and remain vacant in fiscal year 2011-12.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 6,761,699	\$ 6,882,795	\$ 6,784,201
Operating Supplies & Services	3,138,304	3,180,734	3,274,432
Capital Outlay/Improvements	-	-	-
Transfers	531,000	263,807	264,269
	<u>\$ 10,431,003</u>	<u>\$ 10,327,336</u>	<u>\$ 10,322,902</u>
Per Capita	\$ 45.95	\$ 45.49	\$ 45.47

Note: Per Capita numbers include Greene County residents.

# Public Parks (Special Revenue Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	8	8	8
Dickerson Park Zoo	20	20	20
General Operations and Maintenance	36	36	36
Jordan Valley Park	9	9	9
Recreation	23.7	23.7	23.7
	96.7	96.7	96.7

## Performance Measures:

**Goal:** To provide the highest quality of parks and recreation, facilities, programs, events, and educational opportunities to the citizens of Springfield and Greene County.

**Objective:** To maintain or exceed resident satisfaction with City parks and programs as measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual City Survey. The Park Board operates as an intergovernmental entity for both Springfield and Greene County.  
Note: Survey limited to Springfield residents only.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Resident satisfaction with the maintenance of City Parks	80%	80%	80%
Resident satisfaction with the cleanliness of City Parks	80%	80%	80%
Resident satisfaction with the location of City Parks	75%	75%	75%
Resident satisfaction with the walking and biking trails in the City	75%	75%	75%
Visitation by resident to a City park within the last year	85%	85%	85%

## Public Parks City/County Wide Sales Tax (Special Revenue Fund)

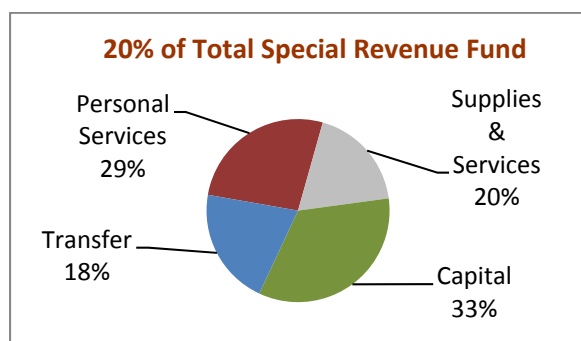
### Department Purpose:

Intergovernmental, administrative park board serving Springfield and Greene County residents through the divisions of Recreation, Dickerson Park Zoo, General Operations and Maintenance, Special Facilities and Administration.

In accordance with the 2001 and 2006 Greene County Parks sales tax plans, proceeds will be utilized for the funding of projects approved by Greene County voters.

### Department Mission:

The Springfield-Greene County Park Board is committed to providing the highest quality of leisure opportunities; to offer programs for relaxation as well as stimulation; and to encourage personal and community enrichment for the citizens of Springfield and Greene County



### FY 2011-12 Budget Highlights:

- Four new positions have been added to meet the Parks department additional needs.
- One position was moved here from Parks Grants.
- Four positions will be unfunded and remain vacant in fiscal year 2011-12.

### Summary of Expenditures:

Expenditure	Actual	Adopted	
	2009-10	2010-11	2011-12
Personal Services	\$ 4,801,498	\$ 5,133,214	\$ 5,643,439
Operating Supplies & Services	3,550,616	3,563,457	3,880,296
Capital Outlay/Improvements	4,018,306	6,580,000	6,455,000
Transfers	3,780,728	4,019,000	3,606,844
	<u>\$ 16,151,148</u>	<u>\$ 19,295,671</u>	<u>\$ 19,585,579</u>
Per Capita	\$ 71.15	\$ 85.00	\$ 86.28

Note: Per Capita numbers include Greene County residents.

## Public Parks City/County Wide Sales Tax (Special Revenue Fund)

### Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	12.5	13.5	17.5
Dickerson Park Zoo	8	8	8
General Operations and Maintenance	24	26	26
Recreation	15.3	15.3	16.3
Special Facilities	14	14	14
	73.8	76.8	81.8

### Performance Measures:

**Goal:** To provide the highest quality of parks and recreation, facilities, programs, events and educational opportunities to the citizens of Springfield and Greene County.

**Objective:** To develop, renovate and/or construct trails, recreation facilities, school-parks, Dickerson Park Zoo, historic and natural resource preservation and lakes, waterways and watershed in accordance with the 2001 and 2006 Greene County Parks sales tax plans.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Zoo Attendance	210,000	219,250	219,000
School-Park sites served	26	26	26
Number of playground inspections	564	568	570
Number of City -County Park pavilions reservations	1,125	1,121	1,125
Number of miles of trails	97	98	101

# Public Works Transportation (Special Revenue Fund)

## Department Purpose:

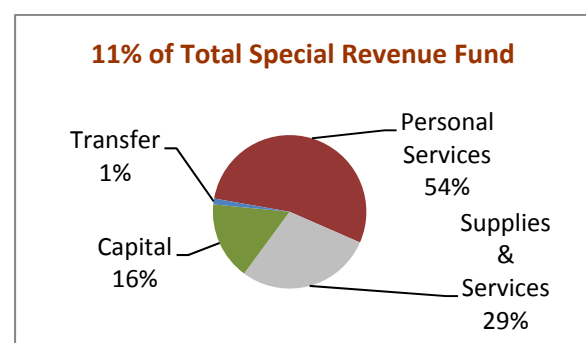
The Public Works Transportation Fund was established to account for the City's street maintenance and traffic signalization activities. Operating revenues in this fund come primarily from state gasoline taxes, the city's catalog use tax, state vehicle sales & licensing taxes, General Fund transfer, and utility cut charges.

## Department Mission:

The Traffic Engineering Division is committed to providing support programs for the convenient, efficient and safe movement of vehicles and pedestrians within the City of Springfield, and to provide area-wide mobility planning for all transportation modes and systems.

The Street Division is committed to working with all residents and visitors of our City to provide safe,

clean and attractive streets and public ways so that everyone can enjoy traveling in Springfield. We will achieve this through: Integrity and pride of service by recruiting team members who have pride in their work and community; providing the equipment and materials to enable the teams to do the job right the first time; cooperation and communication with one another and other departments, agencies and contractors to ensure assistance to all citizens with a helpful and cheerful attitude whatever the request or problem may be; continuous Improvement of services through an effective management system including personnel, equipment, materials and contracts; leadership and knowledge through employee development, training and use of available technology by all employees; and flexibility and innovation in how we meet present and future needs of our community.



## FY 2011-12 Budget Highlights:

- Appropriating \$1,600,000 in fund balance.
- 0.25 positions will be unfunded and remain vacant in fiscal year 2011-12.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 5,463,591	\$ 5,924,400	\$ 5,833,096
Operating Supplies & Services	2,252,994	2,685,600	3,101,609
Capital Outlay/Improvements	259,516	1,090,000	1,783,016
Transfers	-	-	132,279
	<u>\$ 7,976,101</u>	<u>\$ 9,700,000</u>	<u>\$ 10,850,000</u>
Per Capita	\$ 50.01	\$ 60.82	\$ 68.03



# Public Works Transportation (Special Revenue Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	2.85	2.85	2.85
Streets	67.75	67.75	67.75
Traffic Engineering	28.75	28.75	26.75
	99.35	99.35	97.35

## Performance Measures:

**Goal:** Plan, operate and maintain an effective and safe multi-modal transportation system.

**Objective:** Responsively and proactively maintain city streets in a cost-effective manner, despite the rising cost of construction materials.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Paving Cost per Lane Mile	\$ 45,100	\$ 39,600	\$ 50,000
% of streets in "good" condition	75%	85%	85%

**Objective:** Maintain and expand pedestrian facilities to enhance multi-modal transportation options.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of sidewalks in "good" or better condition	40.0%	42.0%	45.0%

**Goal:** Provide clean streets to enhance water quality for the City.

**Objective:** Public environment that is aesthetically pleasing and free of environmental and health hazards.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Street Sweeping Lane Miles	3,485	4,000	4,000

# Public Works Transportation (Special Revenue Fund)

## Performance Measures (cont.):

**Goal:** Traffic signal equipment maintained as scheduled.

**Objective:** To keep traffic signal equipment functioning properly and safely at all times.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
# of Reported Malfunctions	454	500	500
Hours of Overtime	363	480	480

**Goal:** To inform motorist of traffic incidents in a timely manner.

**Objective:** To keep motorists informed so they ay adjust travel routes to avoid traffic incidents.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Traffic Incidents Published to Web	18,750	19,000	19,250
Traffic Incidents Confirmed by TMC/Camera Views	1,162	1,350	1,850

**Goal:** To keep signs and pavement markings maintained as required.

**Objective:** To provide motorists with guidance and regulations for safety and efficiency.

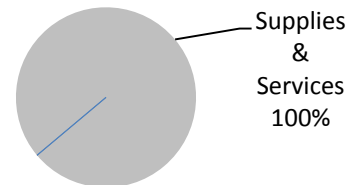
	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
# of Signs to Maintain	35,750	35,900	36,000
# of Signs Repaired/Replaced	8,600	9,000	9,000
Lane Miles of Pavement Markings Maintained-Thermo	37.0	45.0	60.0
Lane Miles of Pavement Markings Maintained-Paint	80	250	125

## Road and Bridge Maintenance (Special Revenue Fund)

### Fund Purpose:

The road and bridge maintenance fund accounts for the City's portion of the Greene County road and bridge tax. The funds are expended for local street and bridge repair and resurfacing.

### 2% of Total Special Revenue Fund



### Summary of Expenditures:

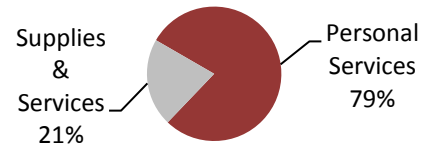
Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ -	\$ -	\$ -
Operating Supplies & Services	1,484,509	1,630,000	1,680,000
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,484,509</u>	<u>\$ 1,630,000</u>	<u>\$ 1,680,000</u>
Per Capita	\$ 9.31	\$ 10.22	\$ 10.53

# Telecable (Special Revenue Fund)

## Fund Purpose:

The Public Information Department provides information to the general public and media, and serves as a resource to the community. The Public Information Department also works with City departments regarding news releases, special events, website content and development, professional graphic design services, videos and other informational materials about City government.

## .6% of Total Special Revenue Fund



## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 436,651	\$ 443,689	\$ 452,540
Operating Supplies & Services	57,058	119,255	109,255
Capital Outlay/Improvements	-	-	-
	<u>\$ 493,709</u>	<u>\$ 562,944</u>	<u>\$ 561,795</u>
Per Capita	\$ 3.10	\$ 3.53	\$ 3.52

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Graphic Production	3	3	3
Web Coordination	1	1	1
Cable Programming	4	4	4
	<u>8</u>	<u>8</u>	<u>8</u>

# Telecable (Special Revenue Fund)

## Performance Measures:

**Goal:** To use existing and new media to communicate with citizens and make available a broad spectrum of information about City of Springfield government and its operation.

**Objective:** CityView records major Board and Commission meetings gavel-to-gavel, as well as special meetings and events.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Board & Commission Meetings	81	126	126
Special Meetings and Events	32	18	18

**Goal:** Improve the overall user experience across the City website and continue to increase the use of the website by citizens.

**Objective:** Improve the design of interactive forms/applications; ensure written content is consistent with best practices for the web and gain feedback from user testing.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Total number of visits to the City website	1,006,434	967,729	1,000,000

**Objective:** All videos are posted to the internet/City's website (springfieldmo.gov/CityView) to further improve citizen access to information about the operation of the Springfield City government.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Total video accesses (all sources)	2,443	28,321	32,814

**Objective:** CityView produces and/or assists other departments/entities in production of video/media projects. Clients include: Health, Police, Fire, MoDOT, CVB, Mo Career Center and others.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Video/media projects	14	21	12



**“Working with the Community”**



## GRANT FUNDS

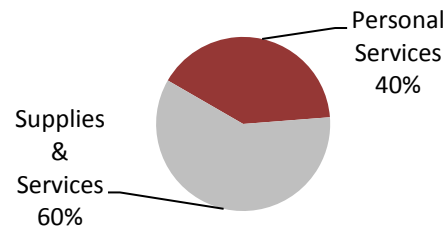
*Grant revenue funds account for the expenditure of funds received from various federal, state and local agencies.*

# Community Development Block Grant (Grant Fund)

## Fund Purpose:

The purpose of this fund is to improve neighborhoods in low-to-moderate income areas. This fund accounts for grants received from the Department of Housing and Urban Development (HUD) along with various revolving loans.

### 11% of Total Grant Fund



## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 807,687	\$ 897,697	\$ 818,063
Operating Supplies & Services	570,195	1,322,374	1,231,937
Capital Outlay/Improvements	464,746	-	-
	<u>\$ 1,842,628</u>	<u>\$ 2,220,071</u>	<u>\$ 2,050,000</u>
Per Capita	\$ 11.55	\$ 13.92	\$ 12.85

## Personal Services Summary:

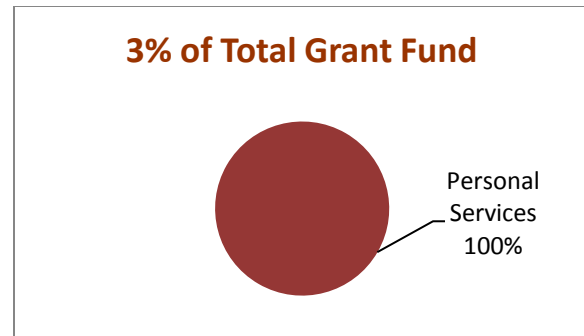
BY DIVISION	2009-10	2010-11	2011-12
10-11 CDBG Administration	5.14	5.08	5.19
10-11 CDBG Small Business	1.55	1.55	1.55
10-11 CDBG Comp Housing	2.85	2.85	2.85
10-11 CDBG Neighborhoods	1.53	1.53	1.53
10-11 CDBG Economic Development	0.53	0.93	0.53
	<u>11.6</u>	<u>11.94</u>	<u>11.65</u>



# Fire Department (Grant Fund)

## Department Purpose:

The Staffing for Adequate Fire and Emergency Response (SAFER) Program Grant from the United States Department of Homeland Security typically provides funding only for new positions. However, the SAFER grant was modified by Congress, through the American Reinvestment and Recovery Act, to allow fire departments to refill positions that were eliminated or left unfilled as a part of the economic downturn. This grant allows for 100% cost recovery of the eligible personnel for a two year period.



## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ -	\$ 556,204	\$ 608,780
Operating Supplies & Services	-	-	-
Capital Outlay/Improvements	-	-	-
	<u>\$ -</u>	<u>\$ 556,204</u>	<u>\$ 608,780</u>
Per Capita	\$ -	\$ 3.49	\$ 3.82

## Personal Services Summary:

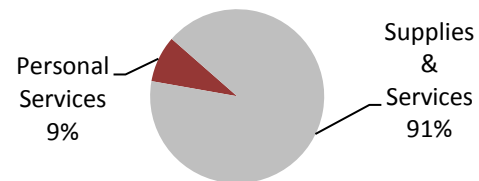
BY DIVISION	2009-10	2010-11	2011-12
Operations	0	13	13
	<u>0</u>	<u>13</u>	<u>13</u>

# Home Investment Partnership Program (Grant Fund)

## Department Purpose:

The Community Housing Development Program, through the U.S. Department of Housing and Urban Development, provides funding for decent, safe, and affordable housing to qualified applicants.

### 10% of Total Grant Fund



## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 319,802	\$ 168,086	\$ 180,452
Operating Supplies & Services	81,888	1,770,305	1,736,907
Capital Outlay/Improvements	-	-	-
	<u>\$ 401,690</u>	<u>\$ 1,938,391</u>	<u>\$ 1,917,359</u>
Per Capita	\$ 2.52	\$ 12.15	\$ 12.02

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Home Payment	0.75	0.75	0
Home Administration	1.75	2.15	3.01
	<u>2.5</u>	<u>2.9</u>	<u>3.01</u>

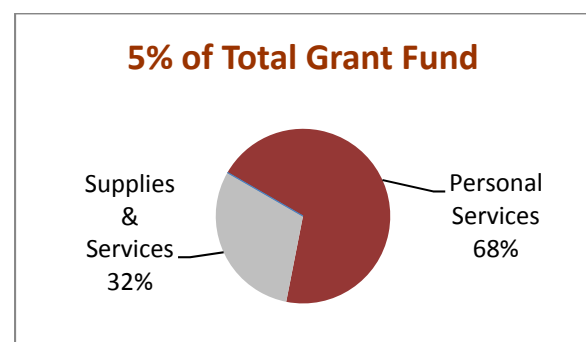
# Parks Grants (Grant Fund)

## Department Purpose:

Intergovernmental, administrative park board serving Springfield and Greene County residents through the divisions of Recreation, the Dickerson Park Zoo, General Operations and Maintenance, Special Facilities and Administration.

## Department Mission:

The Springfield-Greene County Park Board is committed to providing the highest quality of leisure opportunities; to offer programs for relaxation as well as stimulation; and to encourage personal and community enrichment for the citizens of Springfield and Greene County.



## FY 2011-12 Budget Highlights:

- FTE that was budgeted here was moved to Public Parks City/County Sales Tax.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 360,939	\$ 637,553	\$ 597,071
Operating Supplies & Services	193,476	276,402	279,691
Capital Outlay/Improvements	-	-	-
Transfers	-	-	-
	<u>\$ 554,415</u>	<u>\$ 913,955</u>	<u>\$ 876,762</u>
Per Capita	\$ 2.44	\$ 4.03	\$ 3.86

Note: Per Capita numbers include Greene County residents.

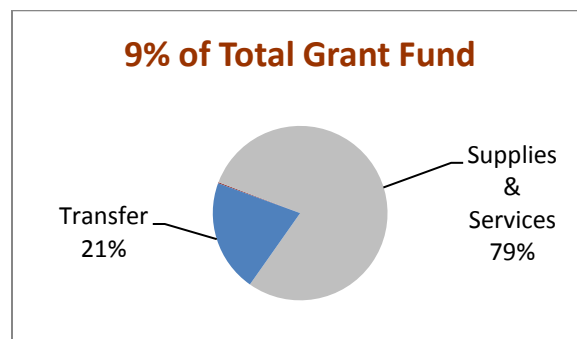
## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Recreation	0	1	0
	<u>0</u>	<u>1</u>	<u>0</u>

# Planning and Development Grants (Grant Fund)

## Department Purpose:

This grant category includes funding for Planning and Development Grants including: Transportation Grants, Emergency Shelter Grant, Brownfields Grants, Neighborhood Stabilization Program, EDI Grants, and Revolving Loan Accounts.



## Summary of Unallocated Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 66,378	\$ 3,431	\$ 3,471
Operating Supplies & Services	1,000,515	1,045,521	1,330,045
Transfers	367,752	368,000	350,000
	<u>\$ 1,434,645</u>	<u>\$ 1,416,952</u>	<u>\$ 1,683,516</u>
Per Capita	\$ 8.99	\$ 8.88	\$ 10.56

## Personal Services Summary:

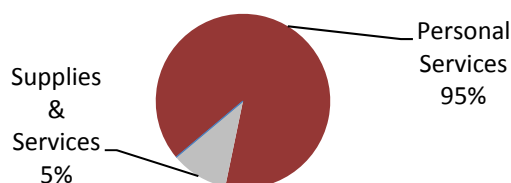
BY DIVISION	2009-10	2010-11	2011-12
Administration	5.16	0.05	0.05
	<u>5.16</u>	<u>0.05</u>	<u>0.05</u>

# Police Grants (Grant Fund)

## Department Purpose:

This budget includes grants awarded to the Springfield Police Department. The Police grants budgeted here are HIDTA and COPS Hiring Program (CHP).

## 7% of Total Grant Fund



## Summary of Unallocated Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 410,295	\$ 557,211	\$ 1,294,999
Operating Supplies & Services	43,194	66,320	69,292
Transfers	90,720	-	-
	<u>\$ 544,209</u>	<u>\$ 623,531</u>	<u>\$ 1,364,291</u>
Per Capita	\$ 3.41	\$ 3.91	\$ 8.55

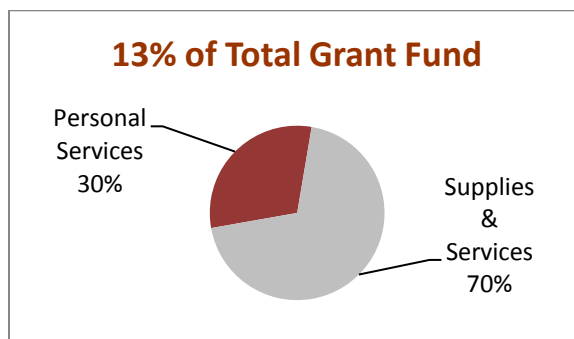
## Personal Services Summary:

BY DIVISION	2009-10		2010-11		2011-12	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	2	0	2	0	17	0
	2	0	2	0	17	0

# Public Health Grants (Grant Fund)

## Department Purpose:

Public health grants are funded through the U.S. Environmental Protection Agency and the U.S. Department of Health and Human Services in support of the Air Quality Control, HIV Prevention, Bio-Terrorism, and Child Safety Programs.



## Summary of Unallocated Expenditures:

	Actual		Adopted	
Expenditure	2009-10		2010-11	2011-12
Personal Services	\$ 1,010,942	\$	732,172	\$ 716,486
Operating Supplies & Services	2,182,834		2,258,260	1,637,114
Transfers	-		-	-
	<u>\$ 3,193,776</u>	<u>\$</u>	<u>2,990,432</u>	<u>\$ 2,353,600</u>
Per Capita	\$ 20.02	\$	18.75	\$ 14.76

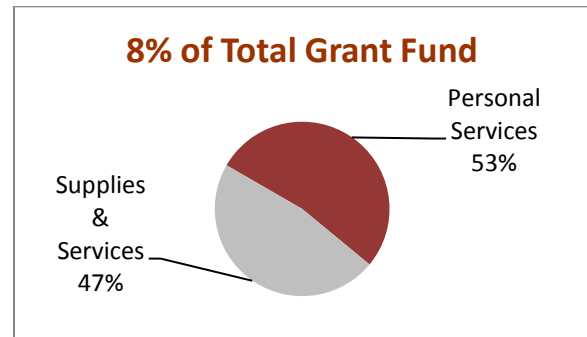
## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
HIV Case Management	1	2	2
HIV Prevention	1	0	0
Air Quality Control	4	4	4
Bio-Terrorism	4	6	6
	<u>10</u>	<u>12</u>	<u>12</u>

# WIC Program (Grant Fund)

## Department Purpose:

The WIC program fund accounts for federal grants from the U.S. Department of Agriculture for the Women, Infant's, and Children's Supplemental Food Program within the Health Department.



## Summary of Unallocated Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 925,074	\$ 749,567	\$ 763,292
Operating Supplies & Services	352,608	593,433	686,708
Transfers	-	-	-
	<u>\$ 1,277,682</u>	<u>\$ 1,343,000</u>	<u>\$ 1,450,000</u>
Per Capita	\$ 8.01	\$ 8.42	\$ 9.09

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
WIC	10	11	14
	<u>10</u>	<u>11</u>	<u>14</u>

## Performance Measures:

**Goal:** To provide education and encouragement to Greene County mothers to promote breastfeeding.

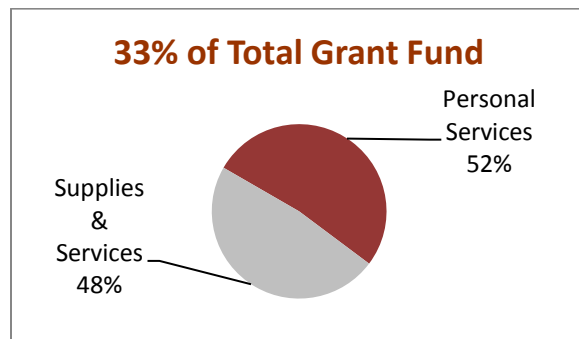
**Objective:** Increase the yearly percentage rate higher of Greene County WIC mother's breastfeeding.

MEASURES	Actual 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
% of WIC mother's breastfeeding	65%	64%	68%

# Workforce Development (Grant Fund)

## Department Purpose:

Funding for the Department of Workforce Development's activities is provided by the U.S. Department of Labor in support of various job training programs. These programs are primarily funded through the Federal Workforce Investment Act (WIA). The Missouri Career Center, Ozark Region, coordinates resources to prepare today's workers for tomorrow's workplace.



## Department Mission:

To create a well-prepared workforce that meets the needs of a responsible business community.

## FY 2011-12 Budget Highlights:

- Funding for the Missouri Work Assistance program for the Joplin Missouri office.
- Funding increase for the Missouri Work Assistant Program for the Springfield and Monett offices to include two new counties for the region.
- Absorb the cost of operating the Mobile Career Center into WIA funds which had been previously funded through ARRA funding.
- Improve the retention of current employees through the use of education and training and morale of current employees.
- Provide minimal changes/upgrades to technology.

## Summary of Expenditures:

Expenditure	Actual		Adopted	
	2009-10		2010-11	2011-12
Personal Services	\$ 2,755,588	\$	2,752,701	\$ 3,188,935
Operating Supplies & Services	3,839,460		1,863,688	2,957,345
Capital Outlay/Improvements	237,184		-	-
	<u>\$ 6,832,232</u>	\$	<u>4,616,389</u>	<u>\$ 6,146,280</u>
Per Capita	\$ 42.84	\$	28.94	\$ 38.54



# Workforce Development (Grant Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	5	5	5
Pooled Costs	10	10	10
Program	38	38	40
Rapid Response	1	1	1
	54	54	56

## Performance Measures:

### Fiscal:

- Spend at least 85% of funding level while keeping administration to 10% or less.
- Keep our cash-on-hand to no more or less than 5 days.
- Produce monthly financial reports for the purpose of internal, extensive review for sound program management.
- Provide monthly projections of expenditures and costs for efficient program management.
- Monitoring of all subcontractors and sub grant recipients, specifically our Youth subcontractor.

### WIA Programs:

**Common Measures** for Ozark Region (Christian, Dallas, Greene, Polk, Stone, Taney and Webster County)

For WIA Adult and Dislocated Workers, Labor Exchange (Wagner Peyser), the following goals have been assigned and/or negotiated for the Department:

	Adult	Dislocated Workers	Wagner Peyser	WIA Youth
1. Entered Employment	65%	65%	69%	N/A
2. Employment Retention	85%	90%	80%	N/A
3. Average Earnings	\$10,915	\$10,117	\$9,500	N/A
4. Placement in Employment or Education	N/A	N/A	N/A	62%
5. Attainment of a Degree or Certificate	N/A	N/A	N/A	43%
6. Literacy and Numeracy Gains	N/A	N/A	N/A	35%

# Workforce Development (Grant Fund)

---

## Performance Measures (cont.):

### Missouri Work Assistance Program:

The Missouri Work Assistance Program performance requirements are included in the CAP Scope of Work which states that each region must achieve one or more of the following performance measures:

- Meet or exceed a federal work participation rate of 50%, or
- Meet or exceed the most recent statewide federal work participation rate, or
- Show an incremental increase in the federal work participation rate in the first six months of program year 2010 using the base month of June 2010.



## CAPITAL PROJECT FUNDS

*Capital project funds are used to account for the financial resources designated for the acquisition or construction of capital assets. Capital assets include land, buildings, improvements, equipment and infrastructure (e.g., roads, bridges, storm sewers, and similar items). Capital assets, excluding land, are defined by the City as assets with a cost of \$5,000 or greater and an estimated useful life of at least one year. All land purchases are capitalized regardless of cost. Major outlays for capital improvements are capitalized as projects are constructed.*



**“Working with the Community”**

# Capital Projects Fund

## Summary of Expenditures and Appropriations:

	2009-2010 <u>Actual</u>	2010-2011 <u>Adopted</u>	2011-2012 <u>Adopted</u>
<b>Capital Improvements Sales Tax</b>	<u>\$ 6,463,856</u>	<u>\$ 9,621,801</u>	<u>\$ 9,177,500</u>

Funding Source: 3-year, 1/4 cent capital improvements sales tax, initially approved by voters effective October 1, 1989, subsequently extended by voters until September 30, 2013.

<b>Transportation Sales Tax</b>	<u>\$ 2,716,297</u>	<u>\$ 4,847,800</u>	<u>\$ 4,588,750</u>
---------------------------------	---------------------	---------------------	---------------------

Funding Source: 4-year, 1/8 cent transportation sales tax, initially approved by voters in 1996, subsequently extended by voters until March 31, 2013.

<b>Public Works/Other Improvements</b>	<u>\$ 7,714,906</u>	<u>\$ 555,000</u>	<u>\$ 555,000</u>
--	---------------------	-------------------	-------------------

Funding Source: Federal Highway Administrations grants and other contributions designated for construction projects.

<b>Developer Agreement Projects</b>	<u>\$ 64,100</u>	<u>\$ -</u>	<u>\$ 35,000</u>
-------------------------------------	------------------	-------------	------------------

Funding Source: One-half of incremental increases in one-cent general sales tax revenue from developer agreements.

<b>Capital Lease Payments</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
-------------------------------	-------------	-------------	-------------

Funding Source: Transfer within operating budget

<b>TOTAL CAPITAL PROJECTS</b>	<u>\$ 16,959,159</u>	<u>\$ 15,024,601</u>	<u>\$ 14,356,250</u>
-------------------------------	----------------------	----------------------	----------------------

### Capital Improvement Budgeting

The City of Springfield utilizes a six-year capital improvement program to prioritize public projects, which will be scheduled over a number of years, as financial resources are available. When possible, the City looks for creative funding solutions such as cost sharing with other governmental agencies, public-private cooperative efforts, special purpose taxes, and modifications to development regulations methods of providing needed capital items. The underlying philosophy of the capital improvements program prioritizes needs into three categories: (1) the protection of life, health, and public safety; (2) improvements to the City's existing infrastructure; and (3) construction of the new infrastructure to keep up with the community growth. The City is currently in the beginning stages of developing a policy and plan for lifecycle replacement on all major asset classes.

For a complete look at the City's formal CIP Report see our website at:  
<http://www.springfieldmo.gov/planning/documents.html>

# Capital Projects Fund

---

The following information is provided by the 2009-2014 Capital Improvement Program Report prepared by the City's Planning & Development Department.

The City of Springfield faces many tough challenges. As the City ages, so does its infrastructure. Streets and sidewalks deteriorate; once-new parks and community centers need refurbishing; old equipment needs replacing. As the City grows, so does its needs. New streets must be built to accommodate increased traffic; sanitary sewers must be extended to developing areas; storm sewers must be extended to developing areas; storm sewers are needed to handle increased runoff. Needs that weren't evident 5, 10, or 20 years ago become pressing. The citizens of Springfield have been willing in the past, and continue to be willing today, to meet these needs. They have addressed these problems in a variety of ways. The Capital Improvements Program shows how these needs are being met through various public and private funding mechanisms. By employing a variety of taxes targeted to the needs identified in the CIP document, using available federal and state grants, and leveraging private donations, the citizens of Springfield continue to meet the capital needs of the City, now and for the future.

The Capital Improvements Program (CIP) provides a mechanism for scheduling public physical improvements over a number of years. It establishes the City's priorities for public projects based on available financial resources and project criteria. Going beyond just a listing of priority projects, the CIP can:

- Inform the public of projected capital improvements,
- Provide a mechanism for estimating all of the City's capital needs,
- Allow public improvement proposals to be tested against a set of criteria,
- Better schedule improvements that take more than a year to construct,

- Provide an opportunity for long-range financial planning and management,
- Coordinate the activities of various departments in meeting project schedules.

The City's capital improvement needs are continually evolving. Long-range studies are in process to better understand some of these needs. There are also areas of uncertainty which could result in capital improvement needs. One example is future federal or state mandates such as facilities for homeland security. As these needs and cost estimates are identified, necessary projects could be recommended for inclusion in future Capital Improvement Programs. These studies and areas of concern include, but are not limited to, the following:

- EPA Stormwater Pollution Control Program
- Public Works Facilities Decentralization
- Vision 20/20 Comprehensive Plan
- Major Annexation Facility Needs
- Major Freeway Corridor Additions
- Wastewater System
- Biosolid Development Process
- Inflow and Infiltration
- New or Expanded Treatment Facilities
- Sanitary Sewer Truck Expansion
- Phosphorous Removal

# Capital Projects Fund

## What is Capital Improvement?

A capital improvement is a major expenditure for either new or expanded physical facilities that is relatively large in size, expensive, and permanent. At a minimum, the project should cost \$50,000, have a useful life of 6 years and/or should be financed by long-term debt. Capital improvements should include only those expenditures for facilities with relatively long-term usefulness and permanence. It should not include expenditures for equipment or service that prudent management principles would define as operating budget items and which ought to be financed out of current revenue.

Rolling stock (fire trucks, road graders, etc.) and the purchase of similar pieces of equipment should be included in the Capital Improvements Program only when they are part of the initial start-up of a project that involves a new service. For example, if a few fire station is proposed for funding, the fire trucks (and other equipment meeting the criteria listed above) should be included. Replacing fire trucks at existing stations should not be included in the CIP.

Listed below are examples of capital improvements:

- Land purchases
- Storm Sewers
- Sewer mains
- Sewage Treatment Plants
- Street construction projects
- Parking lots and garages
- Traffic signals
- Park land and development
- Tennis Courts
- Swimming Pools
- Major building additions and remodeling
- New buildings
- Computer systems

## Adopted Capital Improvement Program (CIP) Strategies

The City's primary responsibility is protection of life, health, and public safety. Projects which address serious health and safety needs should receive the highest rating.

Improving existing infrastructure also rates high. Projects which improve existing streets, parks, etc. to adopted standards; projects which improve the efficiency and effectiveness of the City's basic services; and projects which enhance City government's ability to provide basic services should receive the second highest rating. The City Council states as a matter of policy that, all other considerations being equal, improvement of existing infrastructure should rate higher than construction of new infrastructure improvements.

The City must also keep up with the community's growth through the construction of new infrastructure improvements such as new streets, new parks, and greenways as needed.

In addition to these strategies, preserving and enhancing the quality of life for Springfield citizens is also important. Many things make up "quality of life", including a clean environment, pleasant neighborhoods, diverse housing and job opportunities, and recreational and cultural opportunities. Where possible, the capital improvement projects which are preferred are those which have a long useful life, benefit the City as a whole, benefit the City's low-and moderate-income citizens, and either protect or have no adverse impact on the environment.

# Capital Projects Fund

---

Quality of life issues do not stop at the city boundaries. Development outside the city is also occurring at urban densities. People living in these areas expect services and public facilities at urban levels, and the density of development in these areas requires facilities, such as streets, built to urban standards. Services and facilities provided by Greene County and by special districts are generally not provided to urban standards because they were built for the primarily rural population of the county. The City is in the best position to provide services and facilities appropriate for the urban population, but provision of these facilities must be coordinated between the City and the County. Specifically, street projects that occur near the city limits should be coordinated between the City and the County.

## Public Involvement Process

Public involvement in the development of the CIP is a Council priority. The public is involved through citizen requests to the Public Information Office and individual departments, input solicited from the Neighborhood Organizations, and Planning & Zoning Commission review & recommendations. The CIP document is also available for public review on the City's web site, at public libraries and in City offices.

## Operating Cost Associated with CIP

In the CIP, the cost of construction is budgeted. Any associated operating cost of a project are planned for and budgeted within the budget for the responsible department. For example, the CIP includes funding for a new Fire Station and the related equipment. The positions needed to staff the new station are included in the Fire Departments budget.

## Capital Improvements Sales Tax

This fund accounts for the proceeds of the City's one-quarter cent capital improvements sales tax, which was

initially approved by voters in August 1989, and first went into effect October 1, 1989. Voters have subsequently extended this until September 30, 2013. The proceeds from the capital improvements sales tax have been earmarked for specific projects.

## Transportation Sales Tax

This fund accounts for the proceeds of the City's one-eighth cent transportation sales tax, which was first approved by voters in November 1996 and took effect April 1, 1997. Proceeds are dedicated to construction of improvements to state highways located within the City of Springfield under the authority of the State Highway Improvement Corporation. Through voter approval, this four-year tax was renewed in August 2008, and the proceeds for highway improvements are disbursed at the discretion of the City and are not under the authority of the Corporation.

The City and MoDOT have established an outstanding record of completing projects on-time and on-budget. The four-year sunset provision has required and ensured accountability to the public, which has resulted in an 82% voter approval rate in 2004 to renew this important funding source. The City has provided frequent updates as to progress on the program within each four-year time period.

The City of Springfield serves as a regional center for medical, educational, retail and cultural-recreational activities and a viable transportation system is essential to provide access to and preservation of these regional assets. The approved transportation projects will support the economic vitality of the metropolitan area by enhancing regional competitiveness, productivity, and efficiency; by increasing the accessibility and mobility options available to people and for freight; by promoting energy conservation; by promoting efficient system



# Capital Projects Fund

---

management and operation, and by emphasizing the preservation of the existing transportation system.

Prior to enactment of the quarter and eighth cent sales taxes for capital improvements, the City financed capital improvements primarily through general obligation bonds. These bonds were retired through property tax increases.

## Community Development Block Grants

The City has received a considerable amount of money each year from the state and federal governments to operate specific services and to make capital improvements within our community. One source that has been used in the past for capital improvements is the Community Development Block Grant (CDBG) funds. The City received \$1.84 million in CDBG funds for program year 2009-2010. This compares to the \$1.26 million for the 2008-2009 CDBG program year and \$1.01 million from the 2007-2008 program year. Community Development Block Grant funds must be used to benefit low and moderate-income citizens, eliminate slum and blight, or address emergency situations. In addition to yearly CDBG allocations, the City has also received one-time grants for specific zoo, stormwater, sanitary sewer, and street projects.

## Public Works Improvements

This fund accounts for various public works improvement projects constructed from various federal and state grants and other revenues. This fund also accounts for the City's joint venture expenditures related to the development of an industrial park.

## Public Parks Improvements

This fund accounts for construction of an indoor tennis facility at Cooper Park, and a large park area in central Springfield. Also included in this fund are construction

costs for several greenway trails and linear park projects in the southwestern part of the City.

The Cooper Tennis Facility is funded by donations from both the Cooper family and other private citizens, contributions by the City, and proceeds of a \$1,265,000 bond issue. The greenway trails are funded by proceeds from the sale of City-owned property, designated by City Council for use in completion of this project, and by federal grants and other City matching contributions.

## Funding Policy

Improvements to existing parks are funded through the capital improvements sales tax, the County parks sales tax, property tax levy, and user fees or charges. Acquisition and development of new parks should be funded through capital improvement or other sales tax revenues. Mandatory dedication of park land and fees-in-lieu of park land dedication during the development process should be implemented by amending the City's development regulations.

Zoo projects are funded by donations by Friend of the Zoo and users of the Zoo, grants, and capital improvements sales tax. City funding will be considered for Zoo projects only when city funds are matched on at least a dollar-for-dollar basis with non-City funding. Provision of the non-City match is a requirement for funding, but will not assure funding; the projects will be evaluated in the context of the CIP and the City's fiscal condition.

## Community Improvement Projects

This fund accounts for the City's developer agreements and other improvements. Under terms of these developer agreements, up to 50% of the incremental increases, if any, in one-cent general

# Capital Projects Fund

---

sales tax revenues generated by businesses developed in specific areas are utilized to reimburse the cost of necessary public improvements made and paid for by developers.

## Funding Policy

City Council has adopted policies for the application of Neighborhood Improvement Districts (NID) and Tax Increment Financing Districts (TIF) when appropriate. Subdivision regulations require developers to construct public infrastructure as part of the planning process.

## Property Tax Projects

This fund accounts for the City's capital improvements projects funded by property tax revenues. The level property tax, limited to 27-cents, is used for projects that primarily benefit residents of the city, such as fire stations or other community facilities.

Since 1995, Springfield voters have approved using the current level property tax money to fund several major Capital Improvement Projects with no increase in the property tax rate. Some of the approved projects have included:

- New fire stations
- A new grandstand and exhibition hall of "E-Plex" at the Ozark Empire Fairgrounds
- A number of storm water problems
- Storm siren replacements
- Improvements to City owned facilities such as roof replacement of Historic City Hall
- Land acquisitions from willing sellers to implement recommendations from Vision 20/20 for Jordan Valley Park

## Sanitary and Storm Sewer Projects

This fund accounts for the City's sanitary and storm sewer construction projects. Funding for these projects come from the proceeds of four \$3-million special assessment bond issues.

## Funding Policy

The City will issue stormwater bonds to fund critical stormwater capital improvements and consider enacting a sales tax to fund water quality monitoring, stormwater maintenance, and capital improvements.

## Miscellaneous Capital Projects

These funds account for the City's LEST Radio Bond Issue 2000 and 2004 and the proceeds of the capital leases. These revenues allowed construction of an 800-Megahertz Trunked Radio System to provide improved law enforcement and public safety communications that will allow for encryption of messages and facilitate in-building coverage. This project is a combined effort between the City of Springfield, City Utilities, and Greene County. The capital lease proceeds are used to finance various equipment purchases and capital improvement projects.

# Capital Projects Fund

## Non-routine Capital Expenditures:

<u>Project Name</u>	<u>Project Amount</u>	<u>Paid to Date</u>	<u>Percent Complete</u>
Park Central Square Inner Square Improvements	\$ 1,900,000.00	\$ 199,776.00	11%
Road Concept Design	555,000.00	319,230.00	58%
"The Link"	738,493.00	-	0%
2010-2013 Reforestation and Landscaping	510,000.00	13,058.00	3%
2007-2010 Sidewalk Reconstruction	1,200,000.00	722,125.00	60%
2007-2010 School Sidewalks Program	800,000.00	600,933.00	75%
East/West Arterial Phase 1	5,200,000.00	41,992.00	1%
Mt. Vernon/West Bypass ROW Acquisition & Turn Lane Improvements	675,000.00	94,573.00	14%
Fremont Widening - Sunshine to Cherokee	840,000.00	13,771.00	2%
Grand Street - National to Kimbrough Design/ Partial Right-of-Way	500,000.00	209,874.00	42%
2010-2013 Street Stabilization and Major Repaving	6,500,000.00	3,040,020.00	47%
Minor Neighborhood Improvements	1,200,000.00	464,958.00	39%
National and Trafficway Intersection Improvements	1,500,000.00	26,047.00	2%
Packer Road - Division to Railroad Tracks	2,500,000.00	1,433.00	0%
Bicycle Routes, Signs and Markings	400,000.00	44,931.00	11%
Shared Cost Agreement Projects*	7,720,975.00	1,165,915.00	15%

\*Also listed under Transportation Sales Tax and Public Works/Other Projects

<b>Total</b>	<b>\$ 32,739,468.00</b>	<b>\$ 6,958,636.00</b>
--------------	-------------------------	------------------------

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>
<b>Park Central Square Inner Square Improvements</b> – Construct improvements to Park Central Square's inner square while preserving the historic elements related to the Lawrence Halprin design. Construction will refurbish the fountain and gazebo, as well as replace bricks, add trees and establish landscaping. Construction will also provide additional handicap access with ADA ramps, improve lighting and add security cameras. <b>Comments:</b> Design is complete. Construction began December 2010.	2007-2010 Quarter Cent Sales Tax and EDI grant.	Total Project Amount: \$1,900,000 Amount Paid to Date: \$22,315 Percentage Completed: 11%  Estimated Completion Date: December, 2011 Estimated Operating Cost: \$0
<b>Road Concept Design</b> – Develop various conceptual design plans for major improvements as locations are determined. <b>Comments:</b> Design for radius improvements at Packer Road and Division intersection, design for Blackman Road, and a study regarding projected changes in the traffic flow on the MSU Campus related to the new arena have been fully funded from this program. MSU contributed toward the study; MSU funds are not shown here.	2001-2004, 2004- 2007, and 2007- 2010 Quarter Cent Sales Tax	Total Project Amount: \$555,000 Amount Paid to Date: \$319,230 Percentage Completed: 58%  Estimated Completion Date: 2012 Estimated Operating Cost: \$0

# Capital Projects Fund

## Non-routine Capital Expenditures:

### Capital Improvements Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>
<b>"The Link"</b> – Multi-modal and sustainable transportation improvements to connect business, educational and medical institutions and governmental agencies with neighborhoods. <b>Comments:</b> Funding will begin Phase 1 from Doling Park to Phelps Grove Park.	Quarter Cent Sales Tax.	Total Project Amount: \$738,493 Amount Paid to Date: \$0 Percentage Completed: 0%  Estimated Completion Date: December, 2012 Estimated Operating Cost: \$0
<b>2010-2013 Reforestation and Landscaping</b> – Install and establish tree plantings and landscapes along City streets to continue reforestation of the community following the 2007 ice storm. <b>Comments:</b> Plantings are underway.	Quarter Cent Sales Tax	Total Project Amount: \$510,000 Amount Paid to Date: \$13,058 Percentage Completed: 3%  Estimated Completion Date: December, 2013 Estimated Operating Cost: \$0
<b>2007-2010 Sidewalk Reconstruction</b> – Replace old sidewalks and curb/ramps as needed in compliance with ADA. <b>Comments:</b> This is an annual program with on-going construction at various locations.	2007-2010 Quarter Cent Sales Tax.	Total Project Amount: \$1,200,000 Amount Paid to Date: \$722,125 Percentage Completed: 60%  Estimated Completion Date: 2011 Estimated Operating Cost: \$0
<b>2007-2010 School Sidewalks Program</b> – This is a continuing program to construct new or rehabilitate existing sidewalks near City schools in compliance with ADA. <b>Comments:</b> Construction is underway at various locations. Additional locations will be determined after consulting with Parents-Teachers Associations.	2007-2010 Quarter Cent Sales Tax.	Total Project Amount: \$800,000 Amount Paid to Date: \$600,933 Percentage Completed: 75%  Estimated Completion Date: 2011 Estimated Operating Cost: \$0
<b>East/West Arterial Phase 1</b> – Acquire right-of-way and construct improvements at the US 65 and Evans Road Interchange. Phase 1 will also construct approximately 1,500 feet of new four-lane arterial highway westerly from the interchange. In addition, Southwood Road will be extended southerly to join the new arterial. <b>Comments:</b> Design is reported as a separate project. The \$960,407 previously reported under this project for right-of-way acquisition for a future construction phase is now reported as a separate project. Preliminary right-of-way acquisition for Phase 1 is underway. City costs could be reimbursed by developer agreements.	Quarter Cent Sales Tax and Eighth Cent Sales Tax from the Shared Cost program and the private sector.	Total Project Amount: \$5,200,000 Amount Paid to Date: \$41,992 Percentage Completed: 1%  Estimated Completion Date: 2013 Estimated Operating Cost: \$0

# Capital Projects Fund

## Non-routine Capital Expenditures:

### Capital Improvements Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
<b>Mt. Vernon/West Bypass Right-of-Way Acquisition &amp; Turn Lane Improvements</b> – Design, acquire right-of-way and construct improvements to increase the stacking capacity of right turn lanes southbound on West Bypass and eastbound on Mt. Vernon and left turn lanes northbound on West Bypass and eastbound on Mt. Vernon. <b>Comments:</b> Design is underway. Construction is projected to begin Summer 2011.	2007-2010	Total Project Amount:	\$675,000
	Quarter Cent	Amount Paid to Date:	\$94,573
	Sales Tax and	Percentage Completed:	14%
	MoDOT, but	Estimated Completion Date:	Spring, 2012
	MoDOT costs are not shown at the right.	Estimated Operating Cost:	\$0
<b>Fremont Widening – Sunshine to Cherokee</b> – Acquire right-of-way and construct improvements to widen Fremont to secondary arterial standards with center turn lane, curb and gutter, sidewalks, stormwater drainage and street lighting. <b>Comments:</b> Design was included with Fremont/Sunshine intersection project. Right-of-way is being acquired; construction is projected for Spring, 2011.	2001-2004 and	Total Project Amount:	\$840,000
	2007-2010	Amount Paid to Date:	\$13,771
	Quarter Cent	Percentage Completed:	2%
	Sales Tax.	Estimated Completion Date:	2011
		Estimated Operating Cost:	\$0
<b>Grand Street – National to Kimbrough Design/Partial Right-of-Way</b> – Design and acquire right-of-way for improvements to widen Grand between National/Kimbrough. Construction will be shown as a separate project. <b>Comments:</b> Design is underway. Utility relocation is scheduled for Spring, 2011.	2007-2010	Total Project Amount:	\$500,000
	Quarter Cent	Amount Paid to Date:	\$209,874
	Sales Tax.	Percentage Completed:	42%
		Estimated Completion Date:	2011
		Estimated Operating Cost:	\$0
<b>2010-2013 Street Stabilization &amp; Major Repaving</b> – This is a continuing annual program to stabilize or upgrade local streets, resurface the major thoroughfare system and or upgrade residential streets to collector standards with stormwater control, lighting and sidewalks as necessary. <b>Comments:</b> Improvements are underway at locations throughout the City.	1998-2001, 2001-	Total Project Amount:	\$6,500,000
	2004, 2004-2007	Amount Paid to Date:	\$3,040,020
	and 2007-2010	Percentage Completed:	47%
	Quarter Cent	Estimated Completion Date:	2014
	Sales Tax.	Estimated Operating Cost:	\$0

# Capital Projects Fund

## Non-routine Capital Expenditures:

### Capital Improvements Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
<b>Minor Neighborhood Improvements</b> – Construct minor infrastructure, repairs and improvements in each Council zone. Examples include additional turn lanes, sidewalks, railroad crossing improvements, stormwater controls, short extensions of streets for connectivity, etc., that will involve a variety of divisions of Public Works. Potential project activities will be identified through neighborhood planning processes or through neighborhood input during the review and approval process for rezoning and subdivision applications. <b>Comments:</b> Various projects throughout the City have been accomplished and are being reviews.	2007-2010 and 2010-2013 Quarter Cent Sales Tax.	Total Project Amount:	\$1,200,000
		Amount Paid to Date:	\$464,958
		Percentage Completed:	39%
		Estimated Completion Date:	On-going
		Estimated Operating Cost:	\$0
<b>National and Trafficway Intersection Improvements</b> – Design and construct improvements at the intersection of National Avenue and East Trafficway. Project will straighten the alignment of National, add a southbound right turn lane, install underground stormwater drainage, upgrade traffic signals with pedestrian heads and upgrade sidewalks, including pedestrian lighting on the west side of National and north side of East Trafficway. <b>Comments:</b> Design is underway. Construction is projected to begin September 2011.	Quarter Cent Sales Tax.	Total Project Amount:	\$1,500,000
		Amount Paid to Date:	\$26,047
		Percentage Completed:	2%
		Estimated Completion Date:	Spring, 2012
		Estimated Operating Cost:	\$0
<b>Packer Road – Division to Railroad Tracks</b> – Construct improvements on Packer Road from Division north to the Railroad tracks. Construction will include improving the street to industrial standards with stormwater drainage, curb and gutter, sidewalks and lighting. In addition, the intersection of Blaine and Packer will be improved by adding left turn lanes. <b>Comments:</b> Design and right-of-way acquisition are shown as a separate project. Construction is projected to begin May 2011.	Quarter Cent Sales Tax.	Total Project Amount:	\$2,500,000
		Amount Paid to Date:	\$1,433
		Percentage Completed:	0%
		Estimated Completion Date:	Fall, 2011
		Estimated Operating Cost:	\$0

# Capital Projects Fund

## Non-routine Capital Expenditures:

### Capital Improvements Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>
<b>Bicycle Routes, Signs and Markings</b> – Develop signal improvements for the City's bike route system, replacing and restoring old signs and utilizing pavement markings to enhance and refurbish existing bicycle routes or create new ones. <b>Comments:</b> Signage and marking improvements are underway at various locations.	2010-2013 Quarter Cent Sales Tax.	Total Project Amount: \$400,000 Amount Paid to Date: \$44,931 Percentage Completed: 11%  Estimated Completion Date: 2012 Estimated Operating Cost: \$0
<b>Shared Cost Agreement Projects*</b> – Construct or expand the scope of existing infrastructure improvements in cooperation with intergovernmental or private sector entities to encourage economic development, provide additional parking to serve major activity centers in City center, including Jordan Valley Park with interface to transit system. <b>Comments:</b> This project will address various infrastructure needs throughout the community while leveraging private investment. To date, this program has provided funds to share costs with Walgreen's for improvements from St. Louis to East Trafficway. Rankin & Co. shared costs on another project to improve the Kearney and Neergard intersection. UMB Bank shared costs on a stormwater drainage and driveway relocation project at Battlefield and National. Partial right-of-way for Battlefield/Blackman Road, extending Kingsley from City Limits to Golden, the Catalpa Quiet Zone Railroad Project, and partial funding of the North/South Phase I Corridor Study are also funded from this program.	1998-2001, 2001-2004, 2004-2007 and 2007-2010 Quarter Cent Sales Tax and the 2001-2005, 2005-2009 and 2009-2013 Eighth Cent Transportation Sales Tax. Possible future funding from private developers and businesses, MoDOT and/or City Utilities is not shown at right.	Total Project Amount: \$7,720,975 Amount Paid to Date: \$1,165,915 Percentage Completed: 15%  Estimated Completion Date: September, 2013 Estimated Operating Cost: \$0

\*Also listed under Transportation Sales Tax and Public Works/Other Improvements.

# Capital Projects Fund

## Non-routine Capital Expenditures:

### Transportation Sales Tax and Public Works/Other Improvements

<u>Project Name</u>	<u>Project Amount</u>	<u>Paid to Date</u>	<u>Percent Complete</u>
Walnut Street Streetscape Phase 3	\$ 605,000.00	\$ 37,344.00	6%
Boonville Ave Streetscape Phase 4	612,000.00	22,315.00	4%
Kearney Street/Williams School Pedestrian Overpass Footbridge Replacement	1,500,000.00	9,999.00	1%
Campbell/Weaver Intersection Improvements	7,800,000.00	2,897,133.00	37%
Pavement Preservation Program	2,000,000.00	855,560.00	43%
US 65/Chestnut Expressway Interchange	7,400,000.00	322,886.00	4%
East/West Arterial Design	1,100,000.00	783,163.00	71%
James River Freeway/Campbell Avenue Interchange Improvements Phase 1	7,000,000.00	613,027.00	9%
Kansas Expressway Bridge Rehab over BNSF Railway	8,750,000.00	535,007.00	6%
ATMS Field Deployment Phase 1	2,500,000.00	1,333,178.00	53%
Turn Lane Improvements	500,000.00	97,445.00	19%
Access Management	500,000.00	68,314.00	14%
Shared Cost Agreement Projects*	7,720,975.00	1,165,915.00	15%
*Also listed under Capital Improvements Sales Tax			
<b>Total</b>	<b>\$ 47,987,975.00</b>	<b>\$ 8,741,286.00</b>	

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
<b>Walnut Street Streetscape Phase 3</b> – Design and construct a streetscape on both sides of Walnut Street from Kimbrough Avenue to John Q. Hammons Parkway. Project will include decorative sidewalks, lighting, landscaping, irrigation, crosswalks and ADA ramps. <b>Comments:</b> Design is underway. Construction is projected to begin Spring 2011.	Federal Grant,	Total Project Amount:	\$605,000
	Eighth Cent	Amount Paid to Date:	\$37,344
	Transportation	Percentage Completed:	6%
	Sales Tax, Quarter	Estimated Completion Date:	November, 2011
	Cent Sales Tax,	Estimated Operating Cost:	\$0
<b>Boonville Avenue Streetscape Phase 4</b> – Design and construct a streetscape on both sides of Boonville Avenue from Tampa Street to Chestnut Expressway. Project will include decorative sidewalks, lighting, landscaping, irrigation, crosswalks and ADA curb ramps. <b>Comments:</b> Design is underway. Construction is projected to begin Spring 2011.	Missouri State		
	University and		
	Walnut Street		
	Historical		
	Organizations.		
	Federal Grant,	Total Project Amount:	\$612,000
	Eight Cent	Amount Paid to Date:	\$22,315
	Transportation	Percentage Completed:	4%
	Sales Tax,	Estimated Completion Date:	December, 2011
	Missouri State	Estimated Operating Cost:	\$0
	University and		
	Forrester Group.		



# Capital Projects Fund

## Non-routine Capital Expenditures:

### Transportation Sales Tax and Public Works/Other Improvements Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
<b>Kearney Street/Williams School Pedestrian Overpass Footbridge Replacement</b> – Design, acquire right-of-way and construct a 10-foot wide pedestrian overpass footbridge spanning Kearney Street at Roosevelt Avenue near the Williams Elementary School. Project will also include approaches, ramps and fencing. <b>Comments:</b> Design is underway.	Eight Cent Transportation Sales Tax.	Total Project Amount:	\$1,500,000
		Amount Paid to Date:	\$9,999
		Percentage Completed:	1%
		Estimated Completion Date:	August, 2011
		Estimated Operating Cost:	\$0
<b>Campbell/Weaver Intersection Improvements</b> – Acquire right-of-way, design and construct improvements at this intersection to improve safety and capacity based on the cost participation agreement between the City, MoDOT and Greene County. Total project costs will be shared equally. <b>Comments:</b> Greene County oversaw the design of this project. Right-of-way acquisition is complete. Construction began December 2010.	City share funded by Federal STP Grant and Eighth Cent Transportation Sales Tax.	Total Project Amount:	\$7,800,000
		Amount Paid to Date:	\$2,897,133
		Percentage Completed:	37%
		Estimated Completion Date:	December, 2011
		Estimated Operating Cost:	\$0
<b>Pavement Preservation Program</b> – Resurface high priority corridors of the City's Major Thoroughfare System. MoDOT has completed resurfacing on Sunshine, Glenstone, Kearney and Kansas Expressway as part of their Smoother, Safer, Sooner Amendment 3 initiative. MoDOT costs are not shown at the right. <b>Comments:</b> Improvements at Scenic and Sunshine have been completed. Diamond grinding at National and Battlefield and asphalt resurfacing for several major streets has been completed. Other locations are being evaluated.	2005-2009 Eighth Cent Transportation Sales Tax in partnership with MoDOT.	Total Project Amount:	\$2,000,000
		Amount Paid to Date:	\$855,560
		Percentage Completed:	43%
		Estimated Completion Date:	2011
		Estimated Operating Cost:	\$0
<b>US 65/Chestnut Expressway Interchange</b> – Design, acquire right-of-way and reconstruct the interchange as a diverging diamond with three left turn lanes. Project may also include improvements at Eastgate near Chestnut/65 interchange. <b>Comments:</b> Design is underway. MoDOT is overseeing this project.	2009-2013 Eighth Cent/Transportation Sales Tax in partnership with MoDOT, Greene County and A federal grant.	Total Project Amount:	\$7,400,000
		Amount Paid to Date:	\$322,886
		Percentage Completed:	4%
		Estimated Completion Date:	January 2013
		Estimated Operating Cost:	\$0

# Capital Projects Fund

## Non-routine Capital Expenditures:

### Transportation Sales Tax and Public Works/Other Improvements Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
<b>East/West Arterial Design</b> – Design a new four-lane divided highway from US 65 west to a point approximately 300 feet west of Kissick Avenue. <b>Comments:</b> Design is underway to determine right-of-way needs and to design Phase 1 construction.	Eighth Cent Transportation Sales.	Total Project Amount:	\$1,100,000
		Amount Paid to Date:	\$783,163
		Percentage Completed:	71%
		Estimated Completion Date:	December, 2011
		Estimated Operating Cost:	\$0
<b>James River Freeway/Campbell Avenue Interchange Improvements Phase 1</b> – Design and construct improvements at the interchange. Project will widen Campbell to six lanes from South Avenue through the interchange to Planview Road. <b>Comments:</b> Design is underway. Construction is projected for January 2011.	Eighth Cent Transportation Sales Tax, MoDOT, Greene County and Federal STP Grant.	Total Project Amount:	\$7,000,000
		Amount Paid to Date:	\$613,027
		Percentage Completed:	9%
		Estimated Completion Date:	2011
		Estimated Operating Cost:	\$0
<b>Kansas Expressway Bridge Rehab over BNSF Railway</b> – Design and construct improvements to rehabilitate the bridge on Kansas Expressway between Locust and Florida Streets over the Burlington Northern Railway. <b>Comments:</b> MoDOT is designing this project in-house and has oversight of this project. Construction is projected for early 2011.	Eighth Cent Transportation Sales Tax and MoDOT.	Total Project Amount:	\$8,750,000
		Amount Paid to Date:	\$535,007
		Percentage Completed:	6%
		Estimated Completion Date:	2012
		Estimated Operating Cost:	\$0
<b>ATMS Field Deployment Phase 1</b> – Purchase and install Advanced Traffic Management System (ATMS) field devices including closed-circuit television (CCTV) cameras, dynamic message signs, vehicle detector stations, and related communication infrastructure. <b>Comments:</b> CCTV cameras, sensors and sign boards have been received. Construction is ongoing.	FHWA Grant, MoDOT and Eighth Cent Transportation Sales Tax.	Total Project Amount:	\$2,500,000
		Amount Paid to Date:	\$1,333,178
		Percentage Completed:	53%
		Estimated Completion Date:	May, 2011
		Estimated Operating Cost:	\$0
<b>Turn Lane Improvements</b> – Design, acquire right-of-way and construct turn lane improvements at various intersections within the City. Examples include Glenstone/Battlefield and Chestnut Expressway/Sherman. Improvements could include adding turn lanes or extending existing turn lanes. <b>Comments:</b> Improvements at Battlefield and Glenstone are complete. MoDOT costs are not shown here.	2009-2013 Eighth Cent Transportation Sales Tax and MoDOT through cost share agreement.	Total Project Amount:	\$500,000
		Amount Paid to Date:	\$97,445
		Percentage Completed:	19%
		Estimated Completion Date:	2012
		Estimated Operating Cost:	\$0

# Capital Projects Fund

## Non-routine Capital Expenditures:

### Transportation Sales Tax and Public Works/Other Improvements Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
<b>Access Management</b> – This project will reduce potential turning movement conflicts along the major arterials of Glenstone Avenue, Kansas Expressway, Campbell Avenue and others not yet identified, by closing or consolidating business driveways, removing unwarranted traffic signals, and modifying medians. <b>Comments:</b> In combination with public input meetings, a study that identified locations for improvement and prioritized projects has been completed. Signal removal and right turn lane construction at Kansas Expressway and High Street is complete. Bus turnouts at various locations are partially funded form this program but reported separately. Another project funded by this program, Kansas and Evergreen Signal Relocation, is also shown separately.	2001-2005 and 2005-2009 Eighth Cent Transportation Sales Tax and MoDOT through a cost share agreement.	Total Project Amount:	\$500,000
		Amount Paid to Date:	\$68,314
		Percentage Completed:	14%
		Estimated Completion Date:	2012
		Estimated Operating Cost:	\$0
<b>Shared Cost Agreement Projects*</b> – Construct or expand the scope of existing infrastructure improvements in cooperation with intergovernmental or private sector entities to encourage economic development, provide additional parking to serve major activity centers in City center, including Jordan Valley Park with interface to transit system. <b>Comments:</b> This project will address various infrastructure needs throughout the community while leveraging private investment. To date, this program has provided funds to share costs with Walgreen's for improvements from St. Louis to East Trafficway. Rankin & Co. shared costs on another project to improve the Kearney and Neergard intersection. UMB Bank shared costs on a stormwater drainage and driveway relocation project at Battlefield and National. Partial right-of-way for Battlefield/Blackman Road, extending Kingsley from City Limits to Golden, the Catalpa Quiet Zone Railroad Project, and partial funding of the North/South Phase I Corridor Study are also funded from this program.	1998-2001, 2001-2004, 2004-2007 and 2007-2010 Quarter Cent Sales Tax and the 2001-2005, 2005-2009 and 2009-2013 Eighth Cent Transportation Sales Tax. Possible future funding from private developers and businesses, MoDOT and/or City Utilities is not shown at right.	Total Project Amount:	\$7,720,975
		Amount Paid to Date:	\$1,165,915
		Percentage Completed:	15%
		Estimated Completion Date:	September, 2013
		Estimated Operating Cost:	\$0

\*Also listed under Capital Improvements Sales Tax



**“Working with the Community”**



## ENTERPRISE FUNDS

*Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs, including depreciation, of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. Services accounted for in the Enterprise Funds are tangible and it is possible to determine the extent to which they benefit individual service customers.*

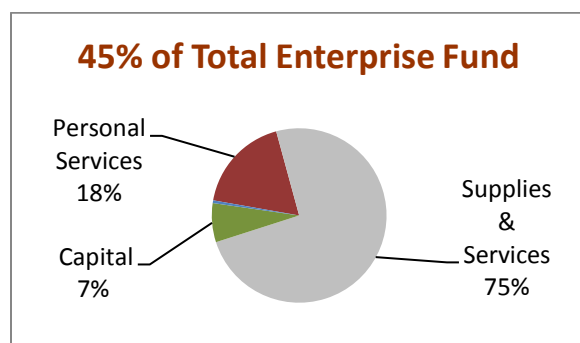


**“Working with the Community”**

# Airport (Enterprise Fund)

## Department Purpose:

The Springfield/Branson National Airport is owned by the City of Springfield and managed through an 11-member administrative board. The Board operates the airport as a self-supporting “enterprise function”, operating without tax revenue or general City funds.



## Department Mission:

The people of our community are the only reason we are here. Therefore, we are committed to working with the community to provide ethical and responsible local government so that everyone can enjoy the benefits of living and working in Springfield. We will achieve this through: Integrity and Pride of Service in everything we say and do, and with dedication to quality. Cooperating and Communication with one another and with citizens to ensure open government, and open management with no surprises. Continuous Improvement of Services through cost-effective utilization of, people, materials, equipment and technology. Leadership and knowledge through staff training and development. Innovation in how we meet present and future needs of our city.

## FY 2011-12 Budget Highlights:

- \$1,800,000 in capital projects anticipated with assistance from grants.

## Summary of Expenditures:

	Actual	Adopted	Adopted
Expenditure	2009-10	2010-11	2011-12
Personal Services	\$ 5,330,658	\$ 5,304,649	\$ 5,402,930
Operating Supplies & Services	19,293,985	19,919,351	22,332,070
Capital Outlay/Improvements	211,279	450,000	2,170,000
Transfers	100,000	125,000	150,000
	<u>\$ 24,935,922</u>	<u>\$ 25,799,000</u>	<u>\$ 30,055,000</u>
Per Capita	\$ 156.34	\$ 161.75	\$ 188.43

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	15	15	14
Operations	47	51	52
Rescue	17	17	17
Security	10	10	10
	<u>89</u>	<u>93</u>	<u>93</u>

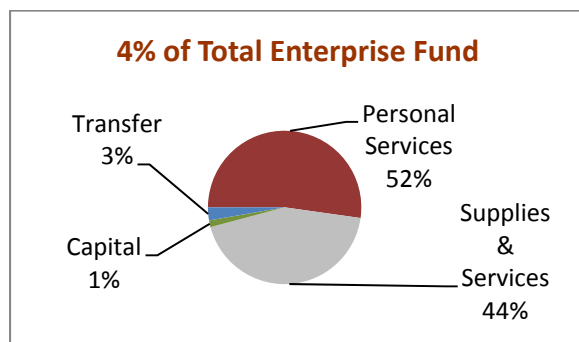
# Golf (Enterprise Fund)

## Department Purpose:

The Springfield-Greene County Park Board offers four golf courses: Horton Smith Golf Course (18 holes), the Bill and Payne Stewart Golf Course (18 holes), Betty Allison Junior Golf Course at Oscar Blom (9 holes) and Rivercut Golf Course (18 holes). Also offered are the Connie Morris Learning Center and the Betty Allison Junior Course at Rivercut (4 holes). The golf courses offer the opportunity to participate in the game of golf at a variety of levels at a reasonable cost.

## Department Mission:

The Springfield-Greene County Park Board is committed to providing the highest quality of leisure opportunities; to offer programs for relaxation as well as stimulation; and to encourage personal and community enrichment for the citizens of Springfield and Greene County



## FY 2011-12 Budget Highlights:

- Two positions will be unfunded and remain vacant in fiscal year 2011-12.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 1,544,444	\$ 1,652,947	\$ 1,544,901
Operating Supplies & Services	1,436,245	1,451,602	1,330,931
Capital Outlay/Improvements	-	-	42,950
Transfers	438,000	91,451	81,218
	<u>\$ 3,418,689</u>	<u>\$ 3,196,000</u>	<u>\$ 3,000,000</u>
Per Capita	\$ 15.06	\$ 14.08	\$ 13.22

Note: Per Capita numbers reflect Greene County residents.



# Golf (Enterprise Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Horton Smith	4.6	4.6	4.6
Payne Stewart	5.6	5.6	5.6
Rivercut	7.8	7.8	7.8
	18	18	18

## Performance Measures:

**Goal:** To provide a comprehensive array of golf programs and services, as well as a quality golf experience, at a reasonable cost.

**Objective:** Maintain the highest quality turf grass available through proper turf management practices. Provide a complete clubhouse operation of concessions, pro-shop, driving range and cart rentals. Enhance the development of junior golf play. Offer a variety of golf-related programs, events and tournaments.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Number of golf courses maintained	4	4	4
Number of golf holes maintained	67	67	67
Number of adult/senior 9-hole rounds played	32,766	32,976	33,000
Number of adult/senior 18-hole rounds played	52,814	54,656	54,750
Number of junior rounds played	7,554	6,476	6,500

# Clean Water Services (Enterprise Fund)

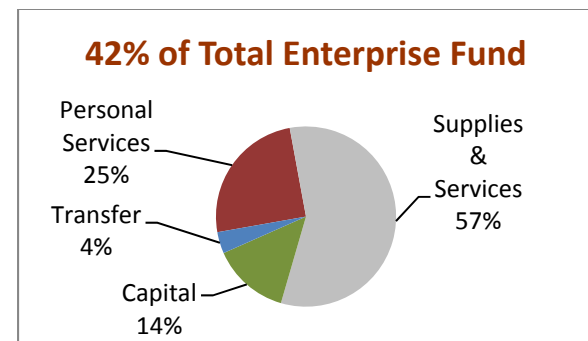
## Department Purpose:

The Clean Water Services consists of the Southwest Treatment Plant, Northwest Treatment Plant, lift stations and phosphorous facilities, the collection system, laboratory analysis, industrial pre-treatment monitoring, and billing.

## Department Mission:

We are committed to maintaining an efficient sanitary sewer system to assure the most effective level of waste water collection and treatment for the protection of our community's health and environment. We will achieve this through; quality customer service by offering a courteous, professional and superior level of service that anticipates the needs and exceeds our customers satisfaction; cooperation and communication by working with our customers, our neighbors, City and County officials and each other to assure customer satisfaction; professionalism by using proper equipment and well-trained, highly motivated employees to provide outstanding and efficient administration and operation of Springfield's sewerage system; ethical and responsible behavior

by having a strong commitment to pride of service and by being open, accountable and courteous in contacts with our customers and each other; efficiency and innovation by promptly and effectively handling requests for service and information; providing long-range plans for system growth; offering quality, cost-effective services to our customers; and utilizing new ideas and technologies.



## FY 2011-12 Budget Highlights:

- No changes in staffing or expenditures.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 5,660,803	\$ 5,784,000	\$ 7,108,524
Operating Supplies & Services	22,066,318	18,955,000	16,349,674
Capital Outlay/Improvements	5,243,575	1,765,000	3,961,500
Transfers	1,004,734	911,000	1,145,302
	<u>\$ 33,975,430</u>	<u>\$ 27,415,000</u>	<u>\$ 28,565,000</u>
Per Capita	\$ 213.01	\$ 171.88	\$ 179.09

# Clean Water Services (Enterprise Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	5.55	5.55	5.55
CSM	24.8	24.8	24.8
North Plant	5	5	5
South Plant	37	37	37
Lab	6	6	6
Industrial Pre-Treatment	6.2	6.2	6.2
	84.55	84.55	84.55

## Performance Measures:

**Goal:** Plan, operate and maintain an effective sanitary sewer system with competitive rates both regionally and nationally.

**Objective:** Maintain treatment plants, lift stations and the collection system in a cost-effective manner even with rising material and utility costs.

MEASURES	Actual 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
Residential Rate Based on 10 CCF/Month			
Springfield Residential Rate	\$18.92	\$19.54	*
Avg Residential Rate per Study by Memphis Water & Light	\$41.19	\$40.04	N/A
Commercial Rate Based on 500 CCF/Month			
Springfield Commercial Rate	\$506.74	\$524.47	*
Avg Commercial Rate per Study by Memphis Water & Light	\$1,712.65	N/A	N/A

\*Rate Study Being Conducted

# Clean Water Services (Enterprise Fund)

## Performance Measures (cont.):

**Goal:** To complete the sanitary sewer system within Springfield City Limits.

**Objective:** Protect the environment and surface/ground water in and around Springfield by eliminating individual treatment systems.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Tracts sewered	80	70	75
Tracts left to sewer (within City Limits)	747	677	602
% of City Sewered	98.4%	98.6%	98.7%

**Goal:** Maintain an efficient Sanitary Sewer System to assure the most effective level of wastewater collection and treatment for the protection of our community's health and environment.

**Objective:** Remain in compliance with Federal (EPA) and State (DNR) mandates and regulations to protect the environment for all residents and visitors.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Hundreds of Cubic Feet Billed	10,379,044	10,841,576	10,299,497
Miles of Gravity Sewer	1,187	1,192	1,200
Miles of Sewer Cleaned	288	240	300
Million Gallons/Day (MGD Avg) Treated	44	48	46
Tons of Pollutants Removed	32,890	28,082	30,000
Number of Analysis Performed	65,920	71,570	72,000

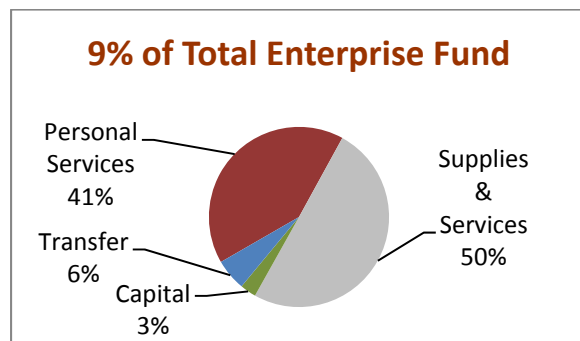
# Solid Waste (Enterprise Fund)

## Department Purpose:

Solid Waste activities include operating a Sanitary Landfill, Recycling Centers, a Household Chemical Collection Center, Yardwaste Recycling Centers, an Information & Education Program, and a Market Development Program.

## Department Mission:

To provide an integrated solid waste management system for Springfield and Greene County that is environmentally sound and economically feasible which represents a long-term solution to preserve the natural resources of the region for present and future generations.



## FY 2011-12 Budget Highlights:

- No changes in staffing or expenditures.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 2,149,840	\$ 2,264,500	\$ 2,477,773
Operating Supplies & Services	3,265,021	3,366,765	2,970,820
Capital Outlay/Improvements	692,164	737,935	171,510
Transfers	202,682	205,800	334,897
	<u>\$ 6,309,707</u>	<u>\$ 6,575,000</u>	<u>\$ 5,955,000</u>
Per Capita	\$ 39.56	\$ 41.22	\$ 37.34

# Solid Waste (Enterprise Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Administration	4	4	4
Refuse Disposal	15.15	15.15	15.15
Recycling	9.55	9.55	9.55
	28.7	28.7	28.7

## Performance Measures:

**Goal:** Provide an Integrated Solid Waste Management System for Springfield and Greene County that is environmentally sound and economically feasible which represents a long-term solution to preserve the natural resources of the region for present and future.

**Objective:** Maintain a sustainable Integrated Solid Waste Management System that consists of the Sanitary Landfill, a Household Chemical Collection Center, Recycling Drop Off Sites, a Yardwaste Recycling Center, an Education and Information Program and a Market Development Program. Remain in compliance with Federal (EPA) and State (DNR) mandates and regulations.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Customer Visits to the Recycling Centers	274,834	297,000	320,950
Customer Visits to the HCCC	649	700	735
HCCC Customer Support Calls	1,559	1,515	1,590
Customer Visits to the YRC	86,416	91,000	95,825
Materials Received at the Recycling Sites (tons)	4,375	4,100	4,595
Materials Received at the YRC (cubic yards)	194,435	188,600	204,150
Materials Received at the HCCC (pounds)	32,431	23,633	24,815
Waste Received at the Landfill (average daily tons)	569	625	625
Hot Line Calls	21,888	23,622	25,495
Web Site Hits	12,598	17,811	25,180
Tours, Presentations & Events	149	175	205
Business Assistance Interactions	109	150	175

# Solid Waste (Enterprise Fund)

---

## Performance Measures (cont.):

**Goal:** Plan, operate and maintain an effective Integrated Solid Waste Management System with competitive landfill tipping fees.

**Objective:** Maintain the ISWMS, consisting of Sanitary Landfill, Recycling Centers, a Household Chemical Collection Center, a Yardwaste Recycling Center, an Information & Education Program, and a Market Development Program.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Springfield Landfill Tipping Fees	\$28.65	\$28.65	N/A
Avg Tipping Fee (Publicly owned landfills in MO.)	\$33.96	\$33.96	N/A
Avg Tipping Fee (Privately owned landfills in MO.)	\$50.90	\$50.90	N/A



**“Working with the Community”**





## INTERNAL SERVICE FUNDS

*Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies on a cost-reimbursement basis. Services accounted for in Internal Service Funds are tangible, and it is possible to determine the extent to which they benefit individual departments or agencies.*

# Print Shop (Internal Service Fund)

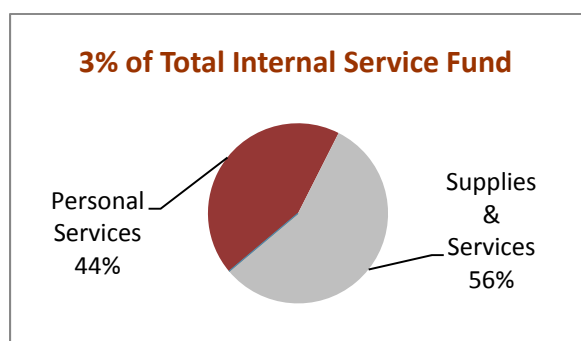
## Department Purpose:

This fund accounts for the operations of the City's Print Shop. Revenues are generated almost exclusively from billings to other City departments. The Print Shop does all in-house printing and mailing.

## Department Mission:

The mission of the Finance Department is to effectively and efficiently provide the highest quality of fiscal services to the citizens of Springfield, elected officials and all City employees.

We are committed to integrity, accountability and customer service to accomplish our mission and to serve our customers.



## FY 2011-12 Budget Highlights:

- No changes in staffing or expenditures.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 128,951	\$ 108,928	\$ 109,773
Operating Supplies & Services	140,619	141,041	141,041
Capital Outlay/Improvements	-	-	-
	<u>\$ 269,570</u>	<u>\$ 249,969</u>	<u>\$ 250,814</u>
Per Capita	\$ 1.69	\$ 1.57	\$ 1.57

# Print Shop (Internal Service Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Print Shop	2	2	2
	2	2	2

## Performance Measures:

**Goal:** Maintain efficient services and/or customer service.

**Objective:** Complete print-ready requests in 3 working days or less.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of requests completed in 3 working days or less	72%	77%	78%

**Goal:** Produce printed documents of quality and reduce processing time.

**Objective:** Promote submission of electronic print requests and printing from various electronic files.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
% of print requests submitted/fulfilled by electronic file	41%	47%	48%

**Goal:** Provide information to departments in an effort to maximize postage cost savings and alert them to Print Shop resources and services.

**Objective:** Create and update online resources that publicize information regarding postage cost savings and Print Shop services

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Online resources created and/or updated	Yes	Yes	Yes

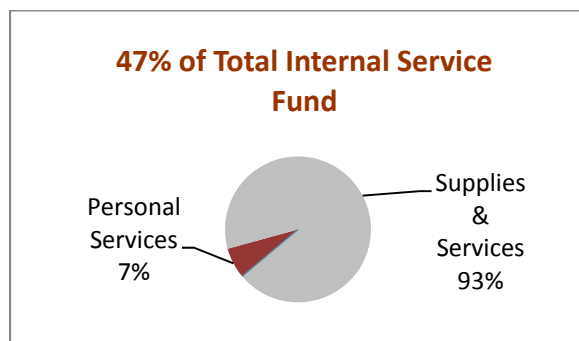
# Self-Insurance Fund (Internal Service Fund)

## Department Purpose:

The Self-Insurance Fund was established to account for the City's employee medical and workers' compensation insurance programs. All contributions, both City and employee, are held by this fund to pay medical expenses of the participants, as well as medical and indemnity claims related to workers' compensation.

## Department Mission:

The Human Resources Department is committed to hiring, compensating and developing the City's workforce to ensure its ability to serve the citizens by strategically partnering with other City departments. We are dedicated to the fair and equitable treatment of all individuals whether citizen, applicant or employee by providing support, advice or guidance in an ethical, courteous and timely manner.



## FY 2011-12 Budget Highlights:

- \$415,400 was added due to rate increases.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 127,974	\$ 228,425	\$ 274,603
Operating Supplies & Services	1,677,411	3,105,606	3,521,015
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,805,385</u>	<u>\$ 3,334,031</u>	<u>\$ 3,795,618</u>
Per Capita	\$ 11.32	\$ 20.90	\$ 23.80

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Self-Insurance	4	4	4
	<u>4</u>	<u>4</u>	<u>4</u>

# Self-Insurance Fund (Internal Service Fund)

## Performance Measures:

**Goal:** Partner with all City departments to communicate and address safety concerns throughout the City and ensure compliance with mandatory federal, state and local statutes.

**Objective:** Complete a minimum of twenty-four (24) Fire and Life Safety Inspections during the year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
# of Fire & Life Safety Inspections conducted	25	25	25

**Objective:** Meet and communicate with the City's Safety and Wellness Committee a minimum of six (6) times during the year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
# of Safety & Wellness Committee Meetings	8	7	7

**Objective:** Ensure the City files all Reports of Injury due to an alleged Workers' Compensation illness or injury to the Third Party Administrator (TPA) within three (3) days of receiving notice of the injury or illness.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Avg # of days from date of notice until Report of Injury filed with TPA	1	1	1

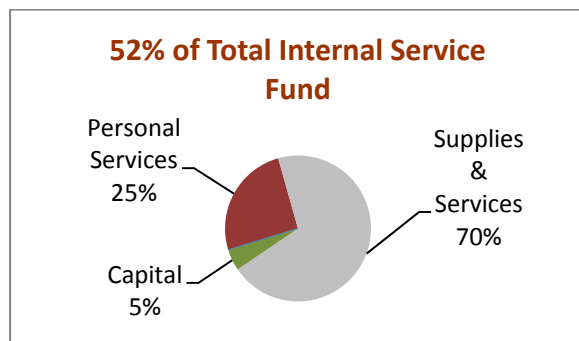
**Objective:** Monitor and reduce the number of workers' compensation claims that are filed on an annual basis.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2009-10	2010-11	2011-12
Total number of workers' compensation claims filed	194	175	165

# Service Center (Internal Service Fund)

## Department Purpose:

This fund accounts for the operations of the City's central garage. Revenues are generated almost exclusively from billings to other City departments.



## Department Mission:

The Service Center provides fleet maintenance for the City of Springfield. Therefore, we are committed to working with our customers by providing a safe, properly maintained fleet, thereby improving the municipal service provided to the citizens of Springfield. We will achieve our commitment through: integrity and pride of service by maintaining reasonable cost, minimum downtime and quick response for all maintenance and repairs, striving to make the repairs right the first time; cooperation and communications with one another and our customers to ensure a cooperative spirit, helpful attitude, and assistance in all phases of the fleet maintenance operations; continuous improvements of service through cost-effective use of professional staff, the municipal fleet, equipment, parts, fuel and physical plant; leadership and knowledge through employee training, development, shared responsibility and striving for excellence; and innovation in how we meet both present and future needs of our municipal fleet.

## FY 2011-12 Budget Highlights:

- Three positions will be unfunded and remain vacant in fiscal year 2011-12.

## Summary of Expenditures:

Expenditure	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Personal Services	\$ 1,091,901	\$ 1,119,000	\$ 1,059,000
Operating Supplies & Services	2,248,142	2,760,000	2,921,000
Capital Outlay/Improvements	25,264	21,000	20,000
Transfers	-	-	-
	<u>\$ 3,365,307</u>	<u>\$ 3,900,000</u>	<u>\$ 4,000,000</u>
Per Capita	\$ 21.10	\$ 24.45	\$ 25.08

# Service Center (Internal Service Fund)

## Personal Services Summary:

BY DIVISION	2009-10	2010-11	2011-12
Service Center	22.4	22.4	22.4
	22.4	22.4	22.4

## Performance Measures:

**Goal:** To maintain Service Center labor rates within a range of 77.5% to 82.5% of average private sector market rates as determine by annual surveys. Goal as Internal Service Fund is to establish service charges to fully recover operating and capital expenses while providing small contingency for unforeseen costs.

**Objective:** To maintain competitive rates as compared to private sector fleet maintenance providers in order to provide high quality, cost competitive services in an effective and efficient manner to city departments. The Service Center utilizes an industry standard "flat rate" by job when applicable to bill technician hours for repair work.

MEASURES	2009-10	2010-11	2011-12
Light & Regular Duty Equipment:			
Service Center Hourly Labor Rate	\$58	\$58	\$58
Service Center Hourly Labor Rate as % of Private Rates	73%	66%	N/A
Heavy Duty Equipment:			
Service Center Hourly Labor Rate	\$68	\$68	\$68
Service Center Hourly Labor Rate as % of Private Rates	71%	70%	N/A

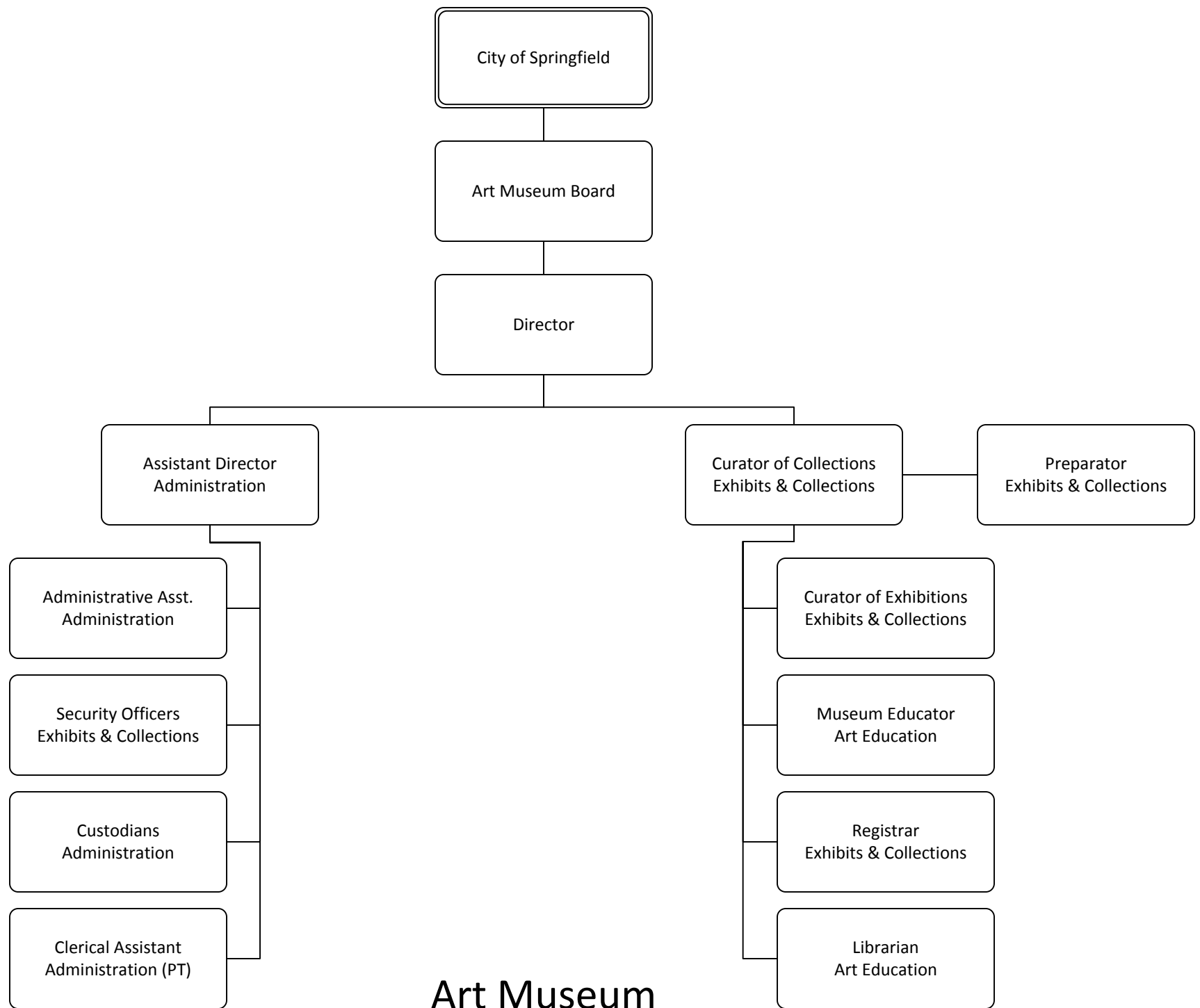


**“Working with the Community”**

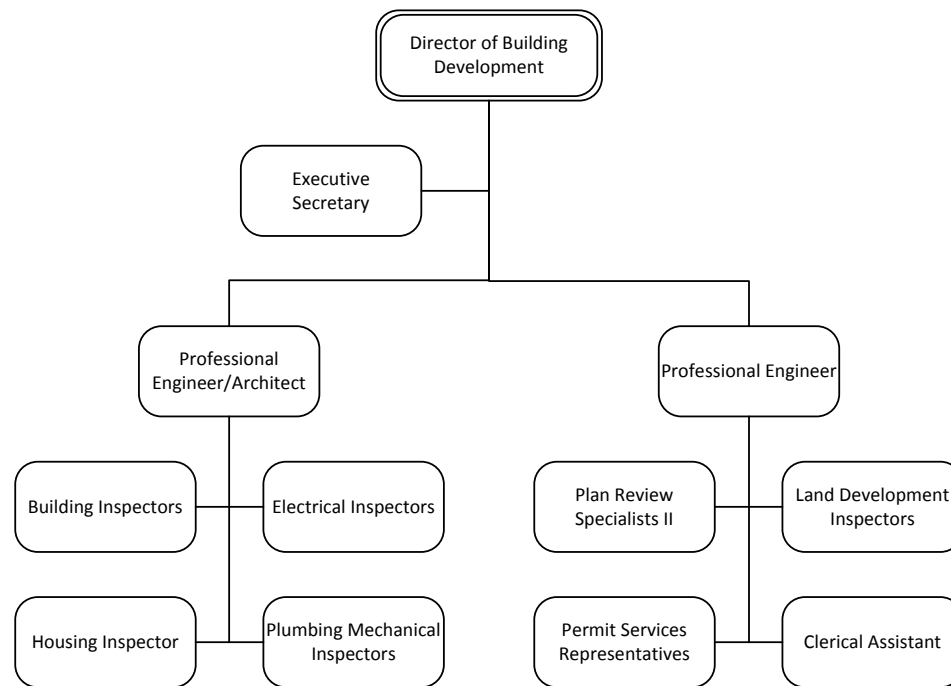




# **APPENDIX DEPARTMENT ORG CHARTS AND GLOSSARY**

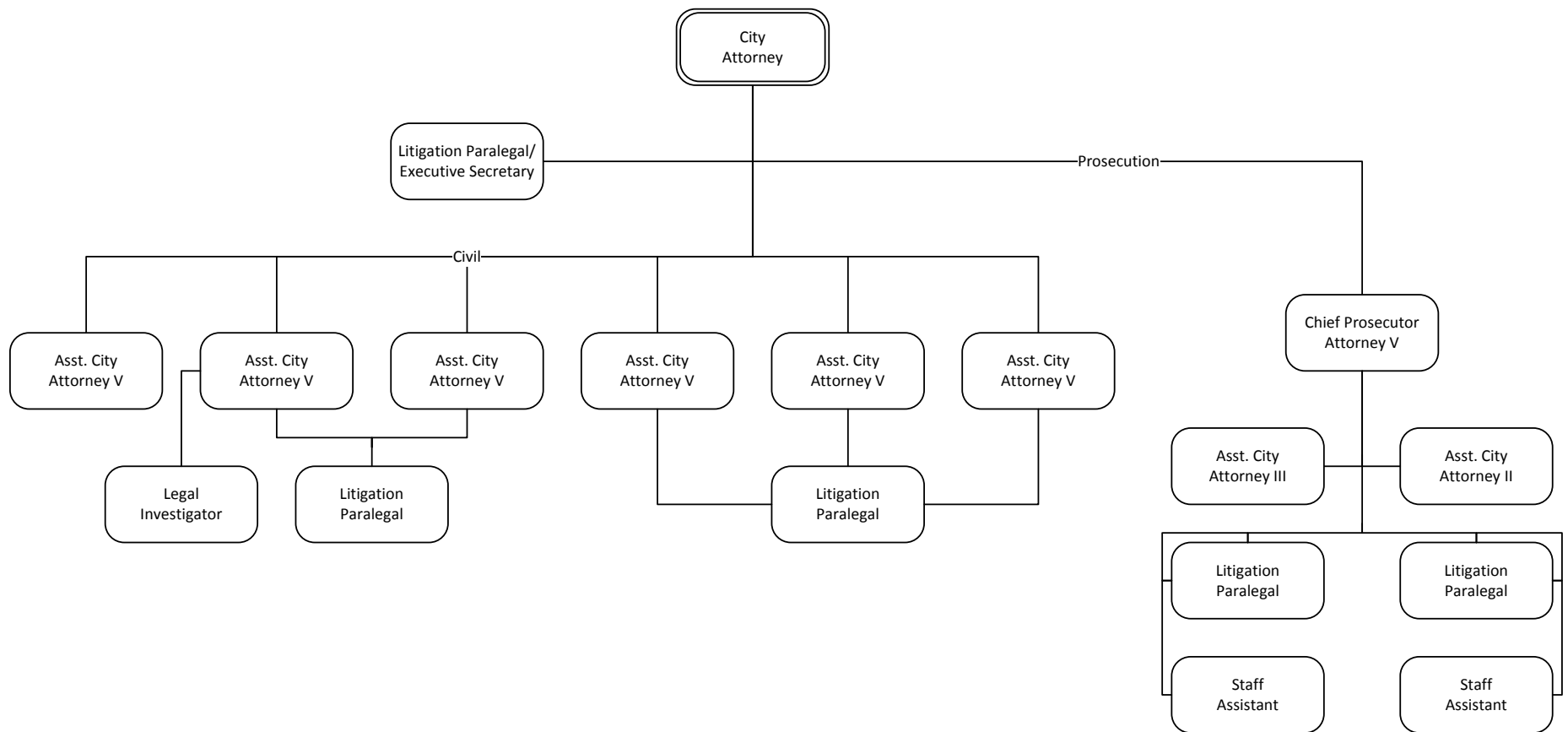


**Art Museum**  
City of Springfield, Missouri



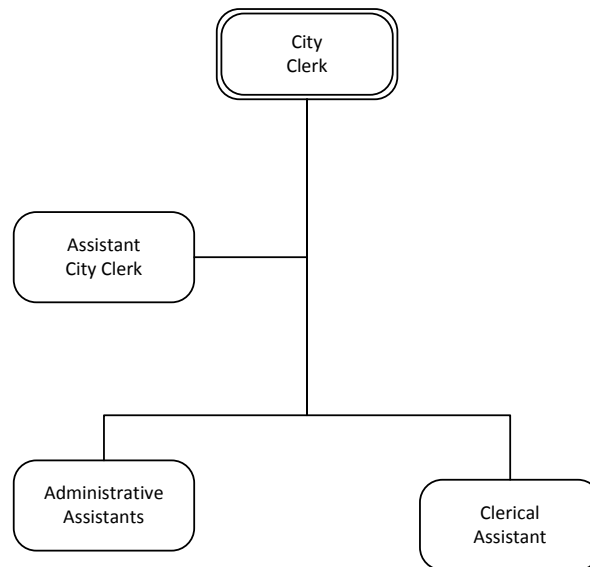
# Building Development Services

City of Springfield, Missouri



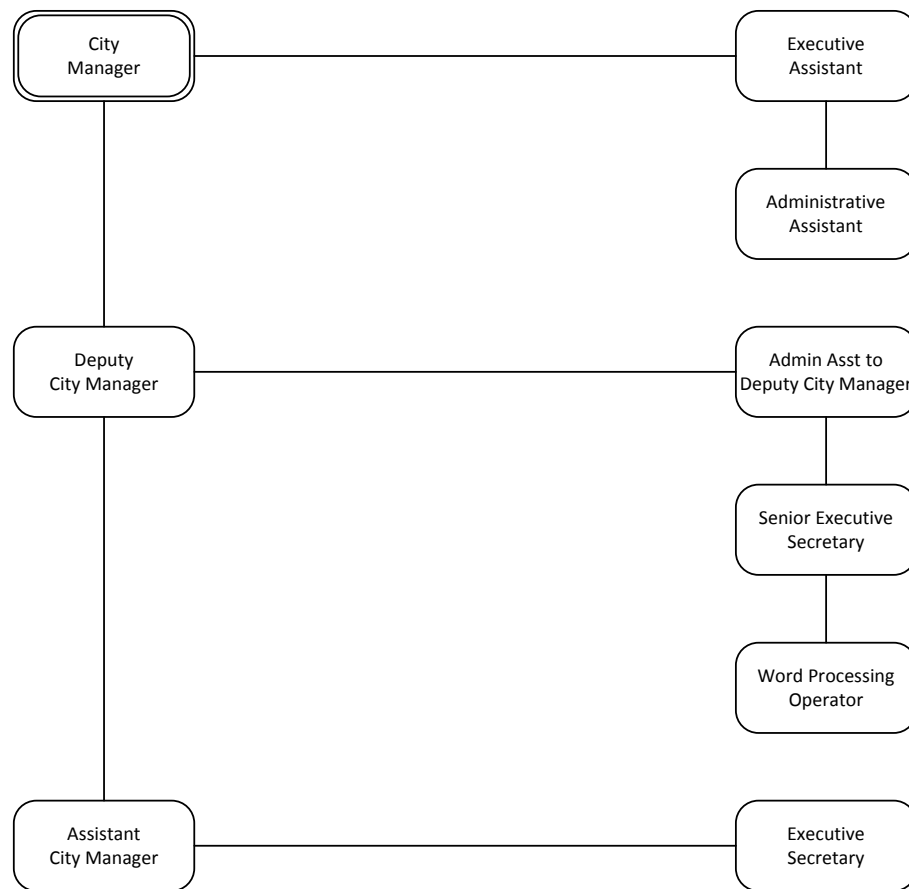
## City Attorney/Prosecution

City of Springfield, Missouri



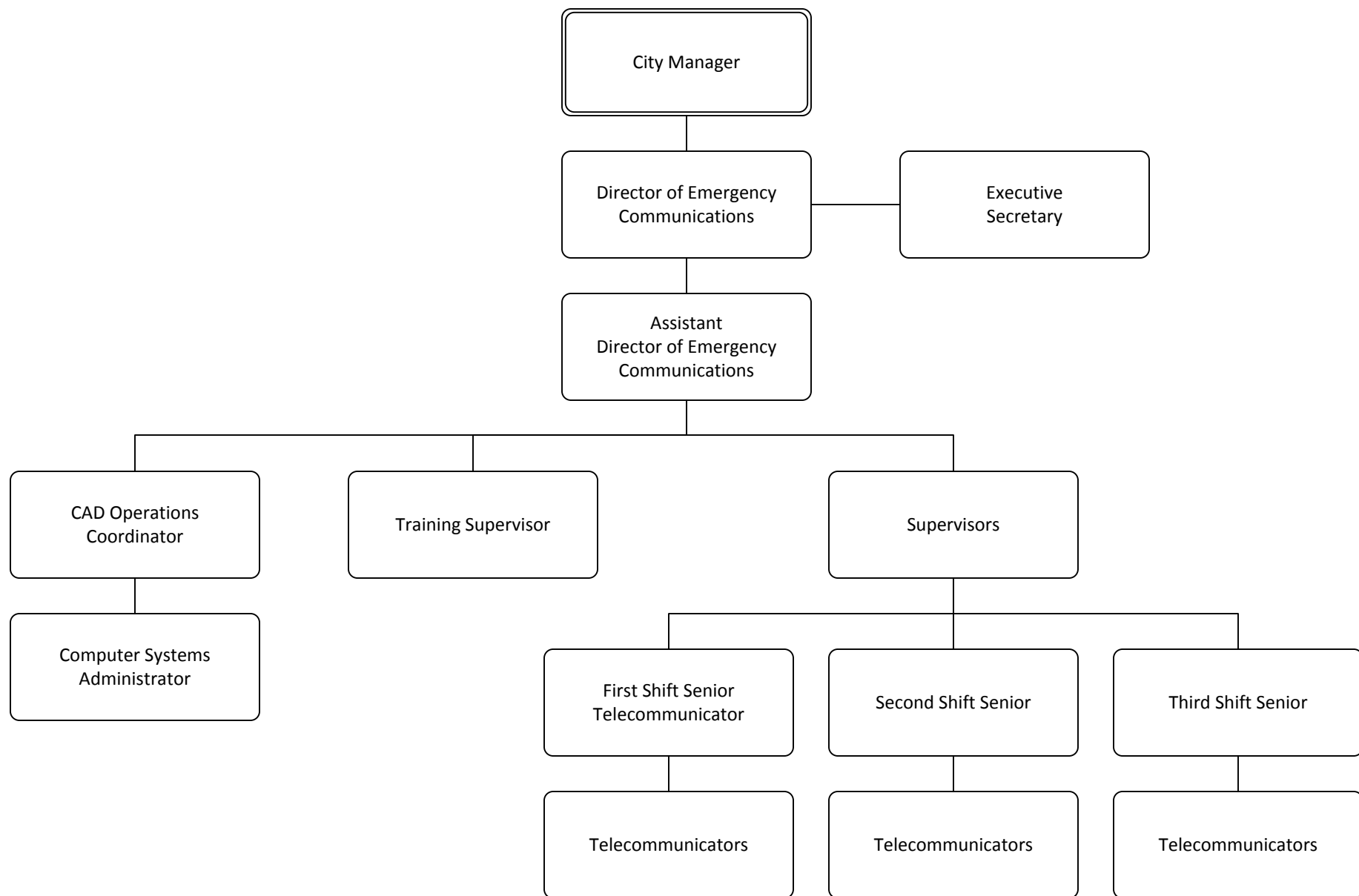
# City Clerk

City of Springfield, Missouri



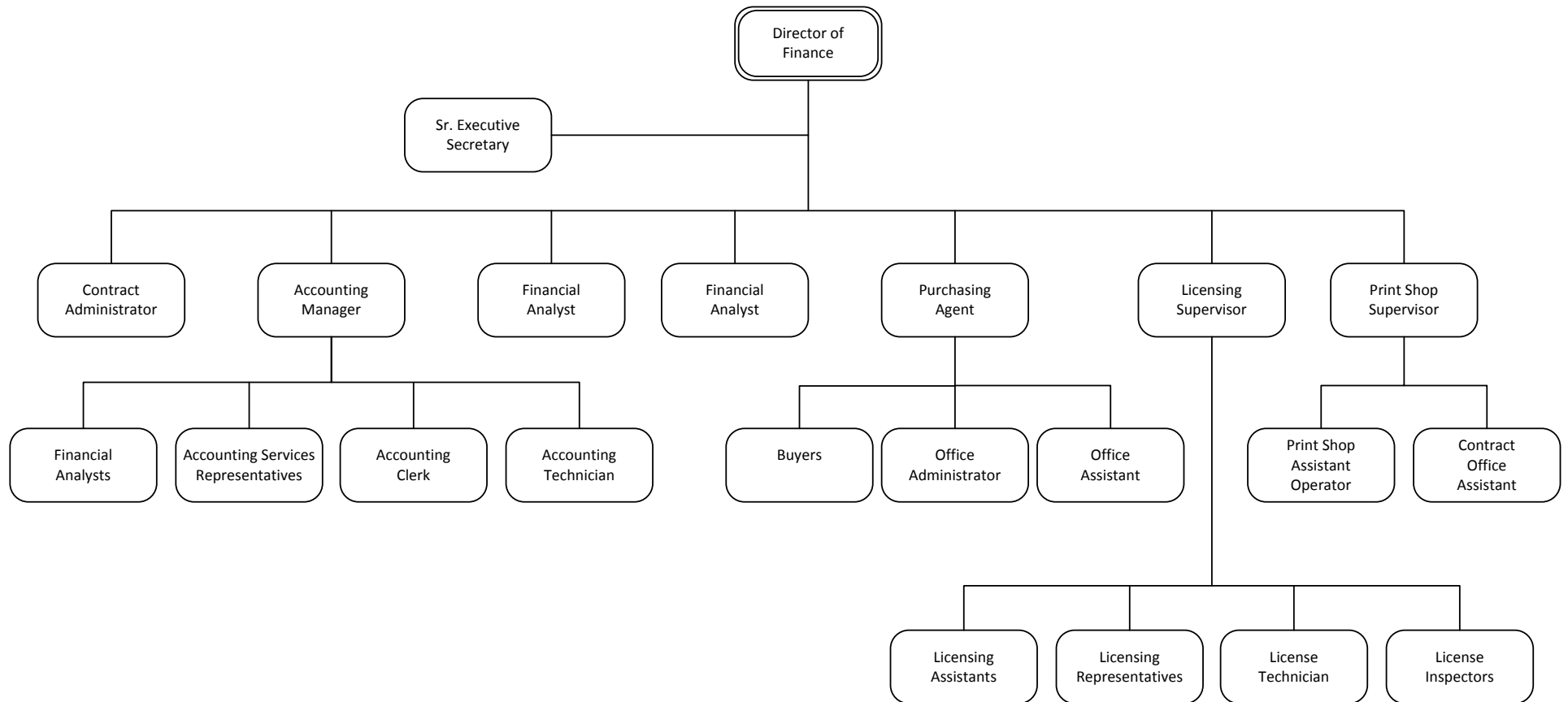
# City Manager

City of Springfield, Missouri



# Emergency Communications

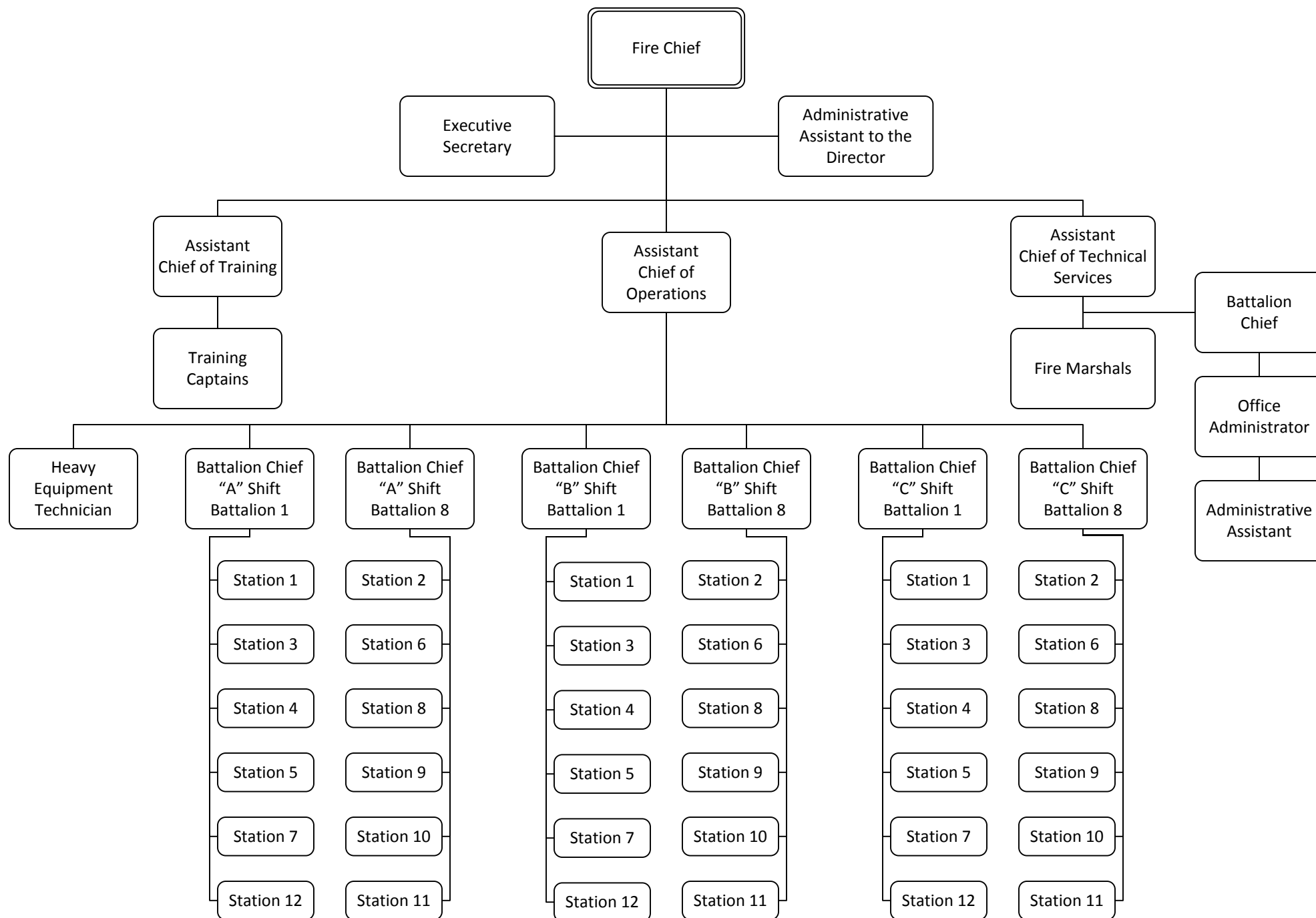
City of Springfield, Missouri



## Finance Department

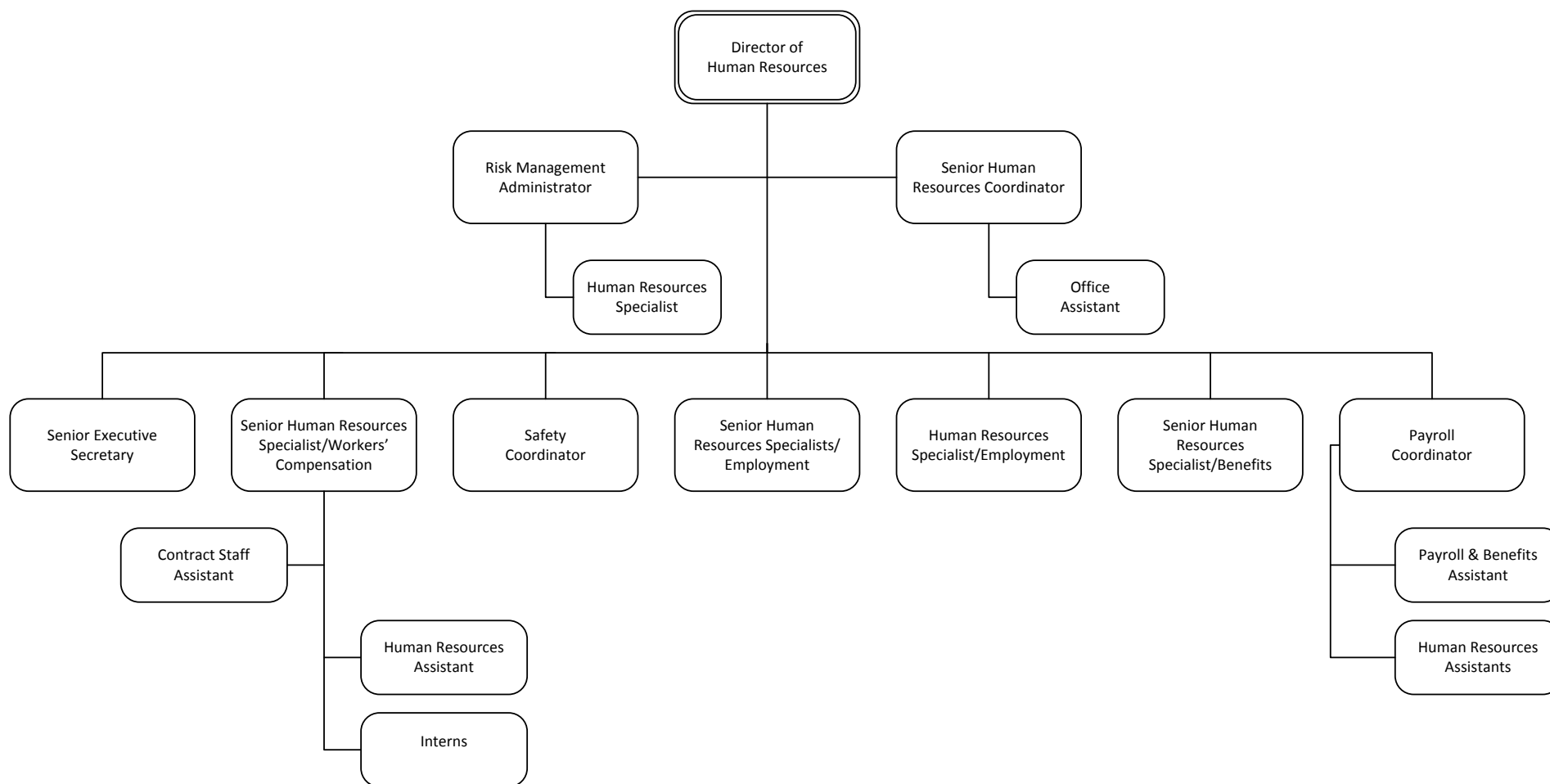
City of Springfield, Missouri





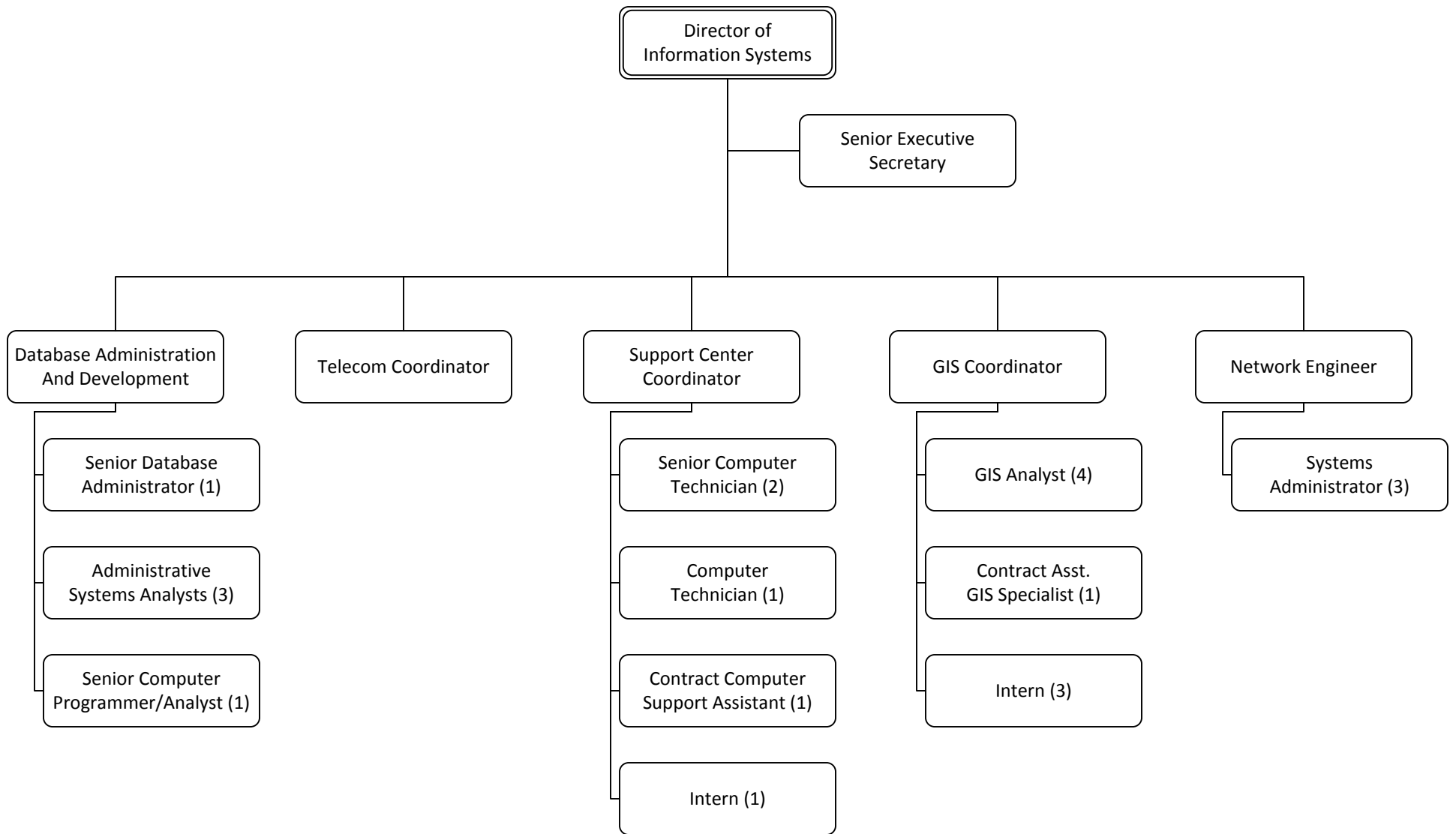
# Fire Department

City of Springfield, Missouri



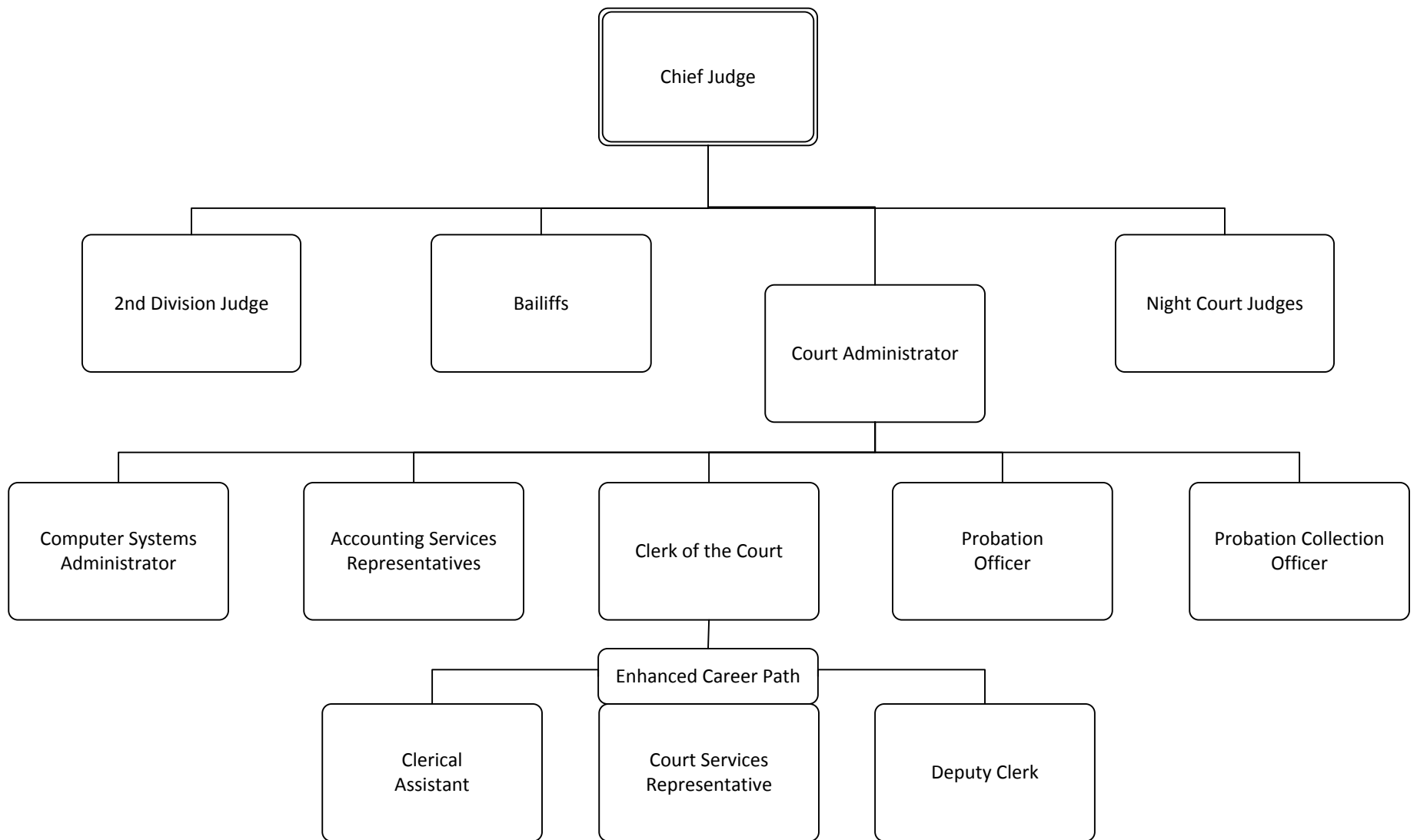
# Human Resources

City of Springfield, Missouri



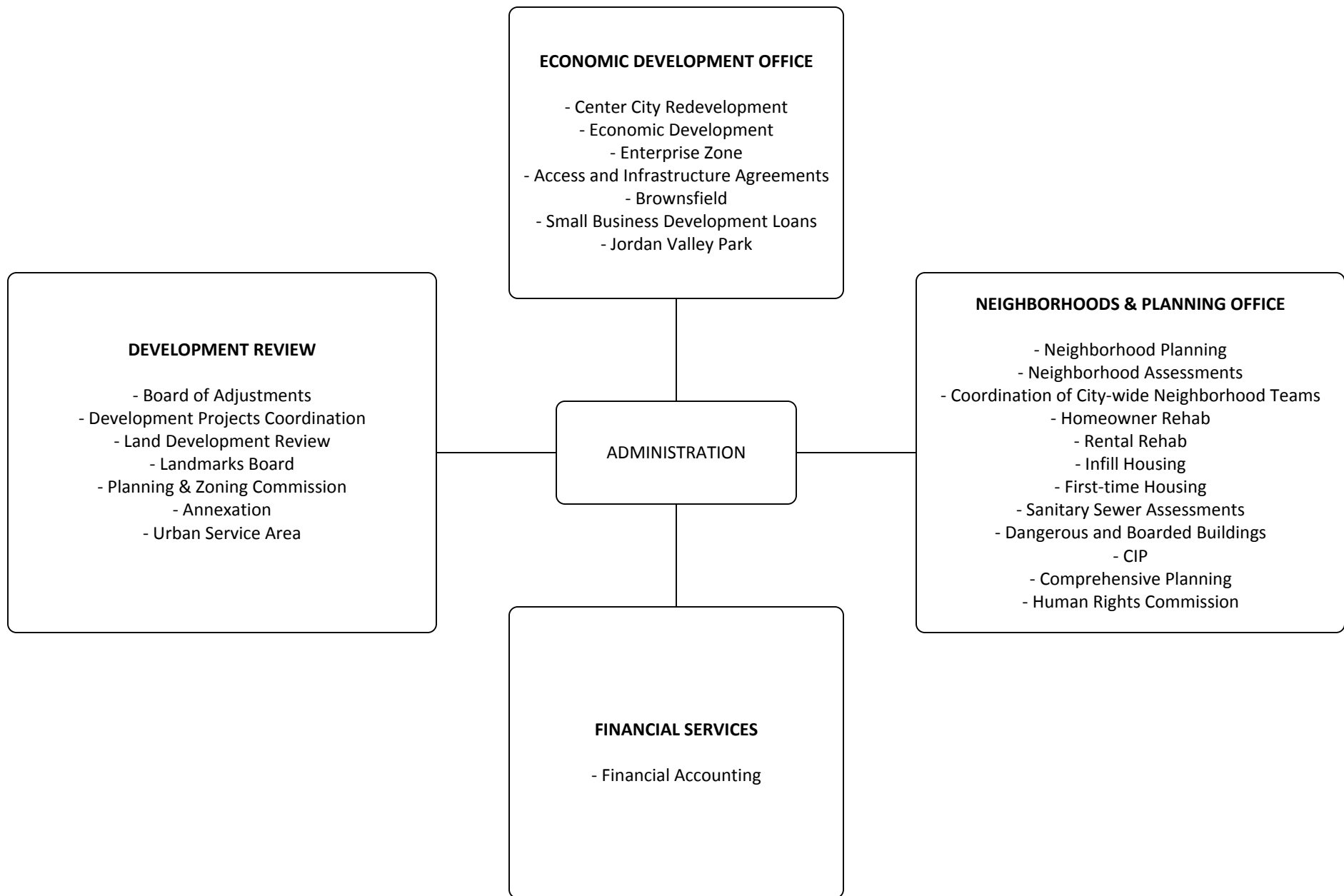
# Information Systems

City of Springfield, Missouri



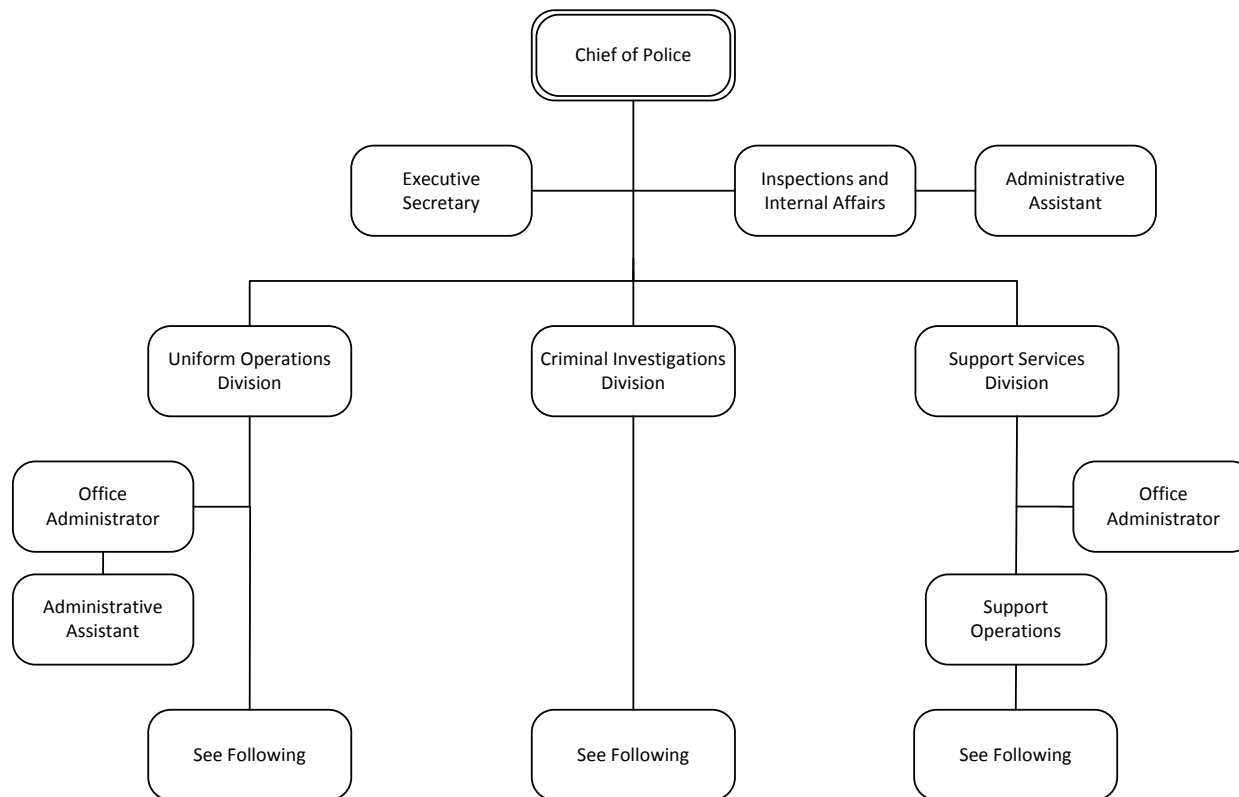
# Municipal Court

City of Springfield, Missouri



## Planning & Development

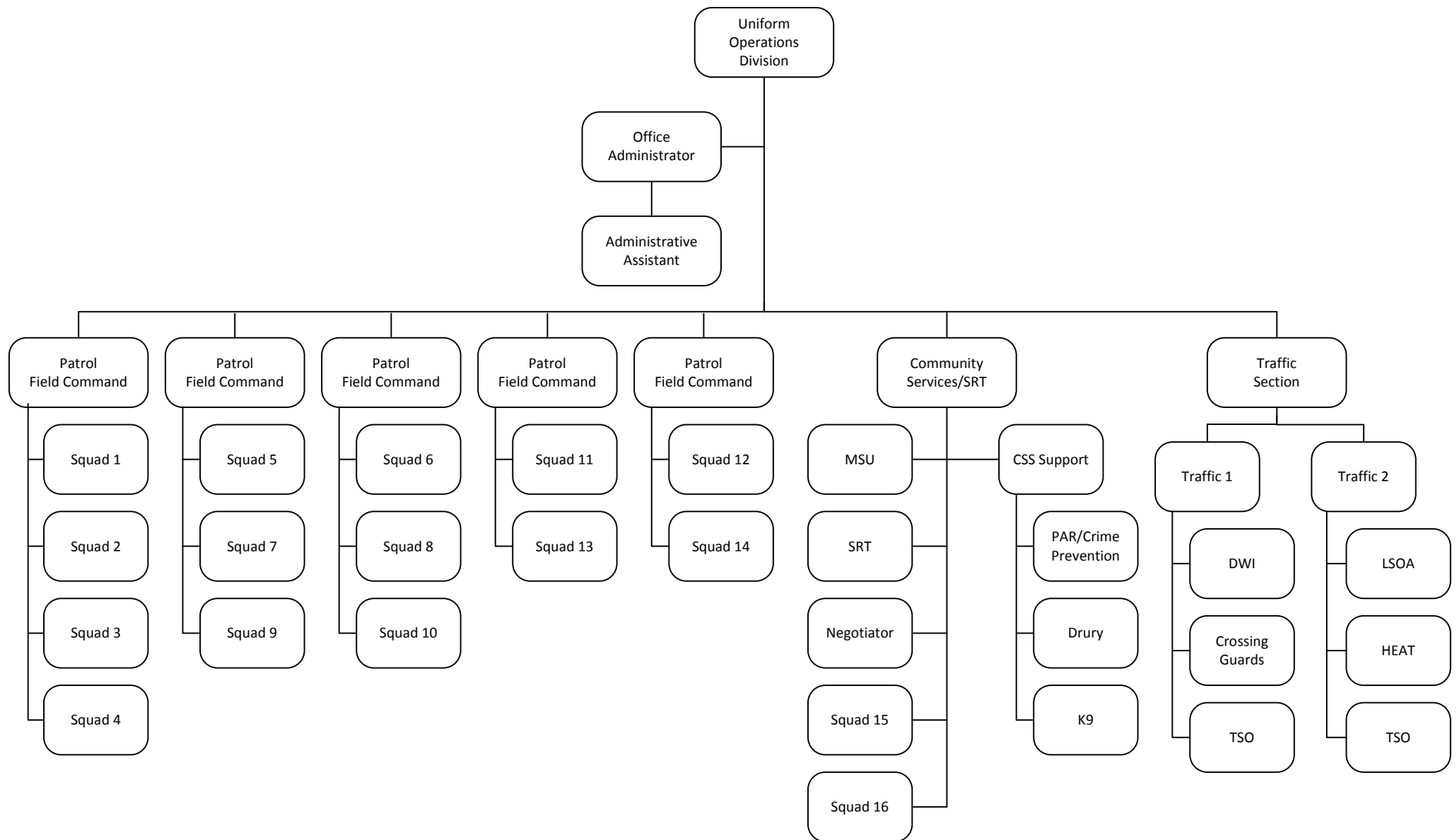
City of Springfield, Missouri



NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

# Police

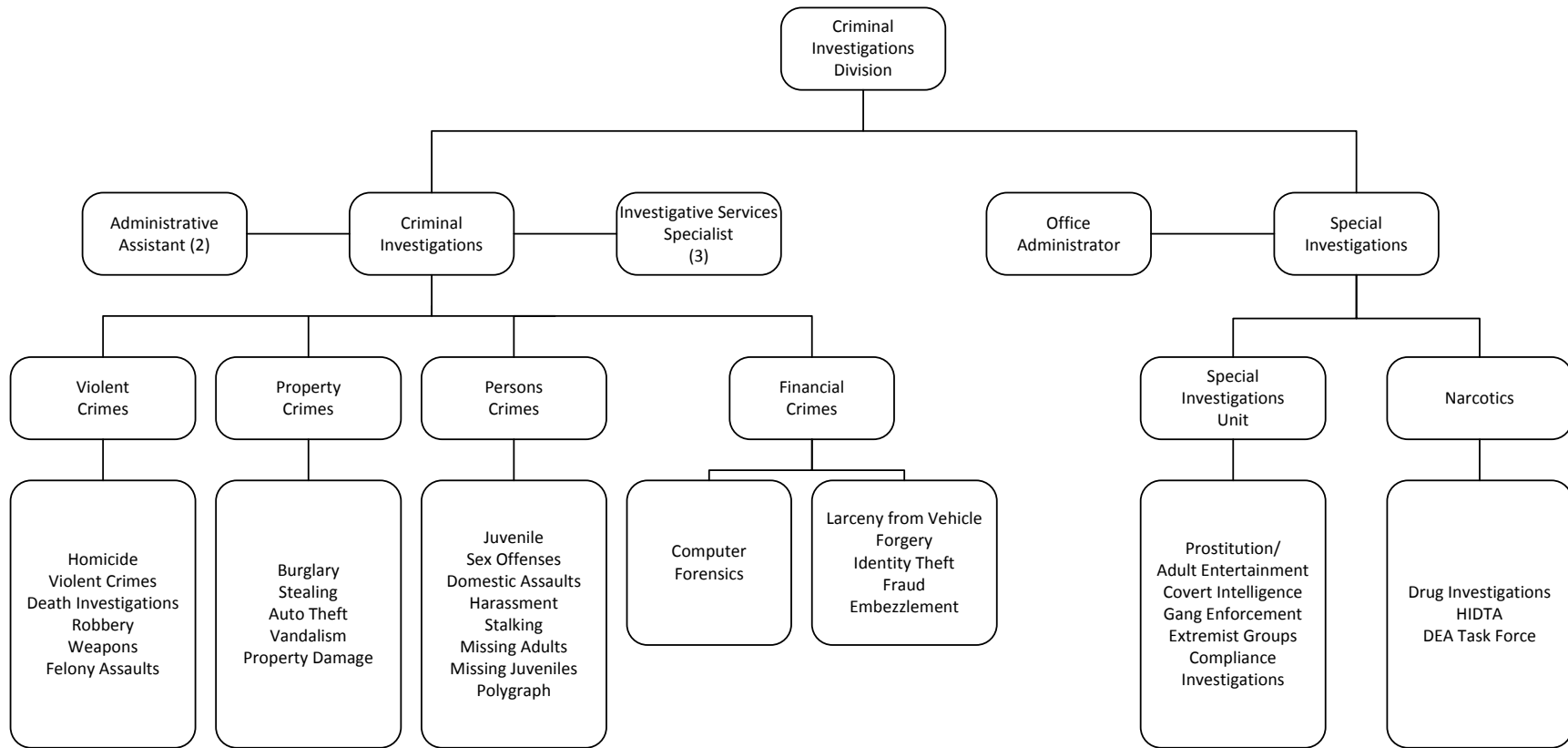
City of Springfield, Missouri



NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

# Police

City of Springfield, Missouri

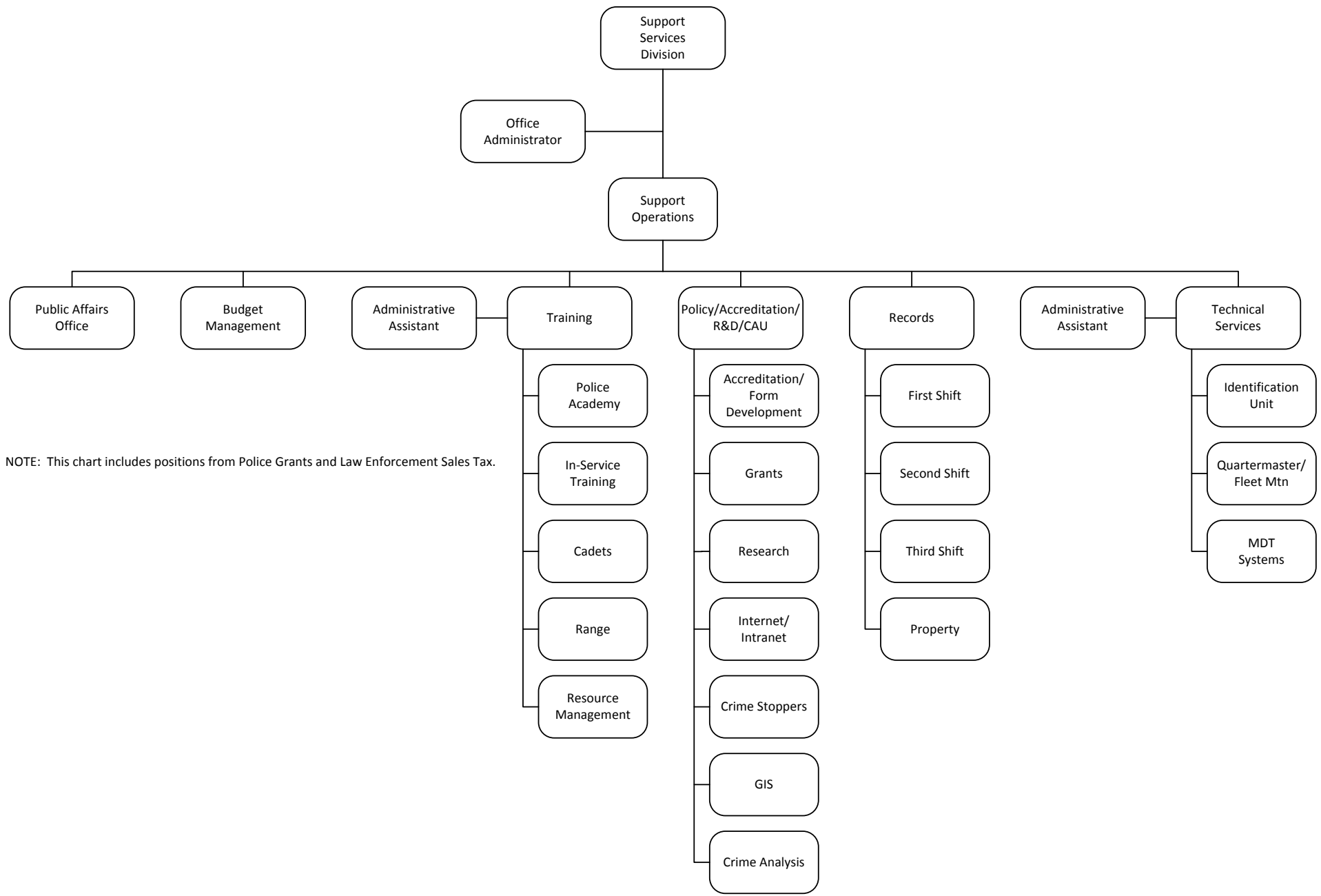


NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

# Police

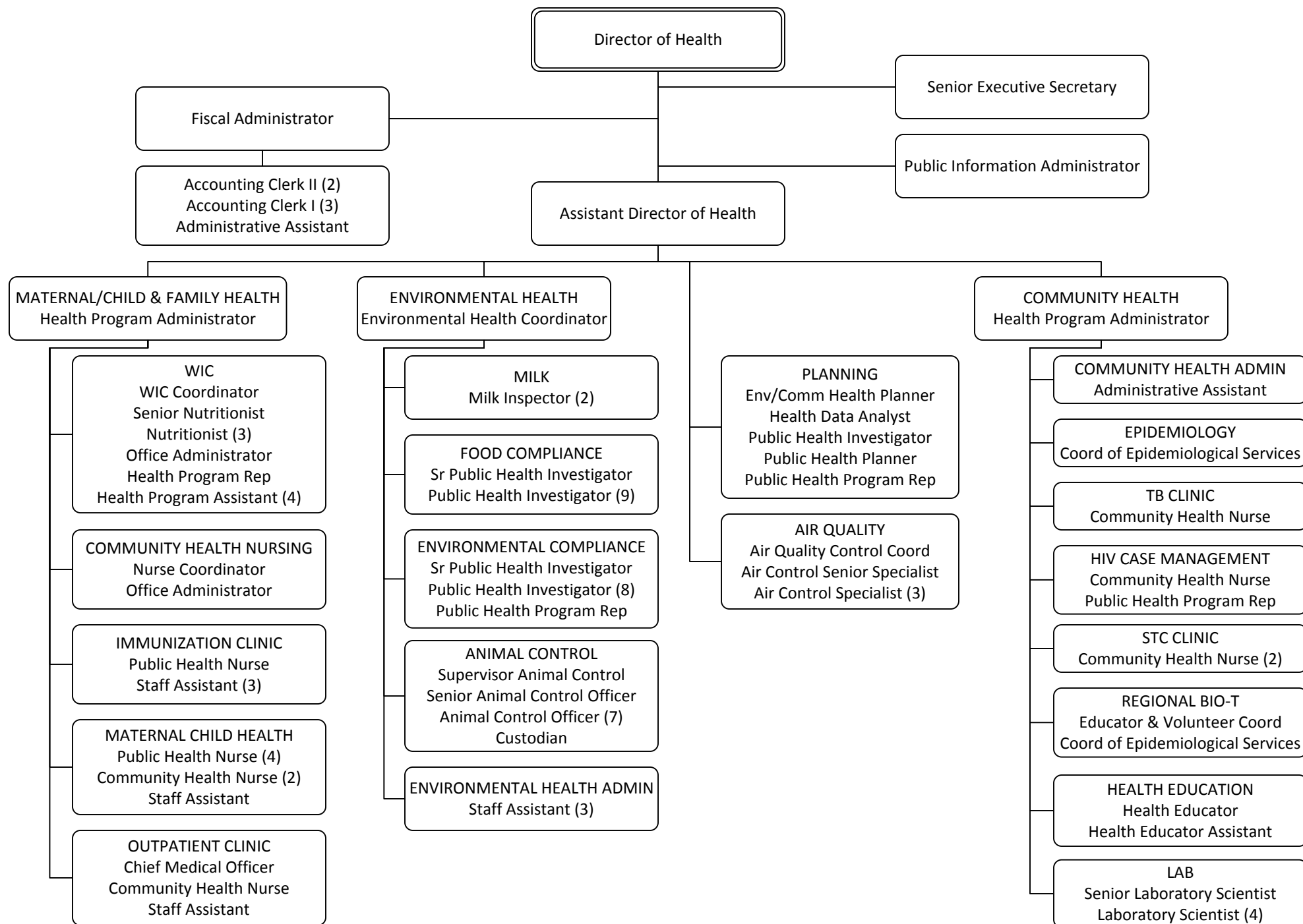
City of Springfield, Missouri





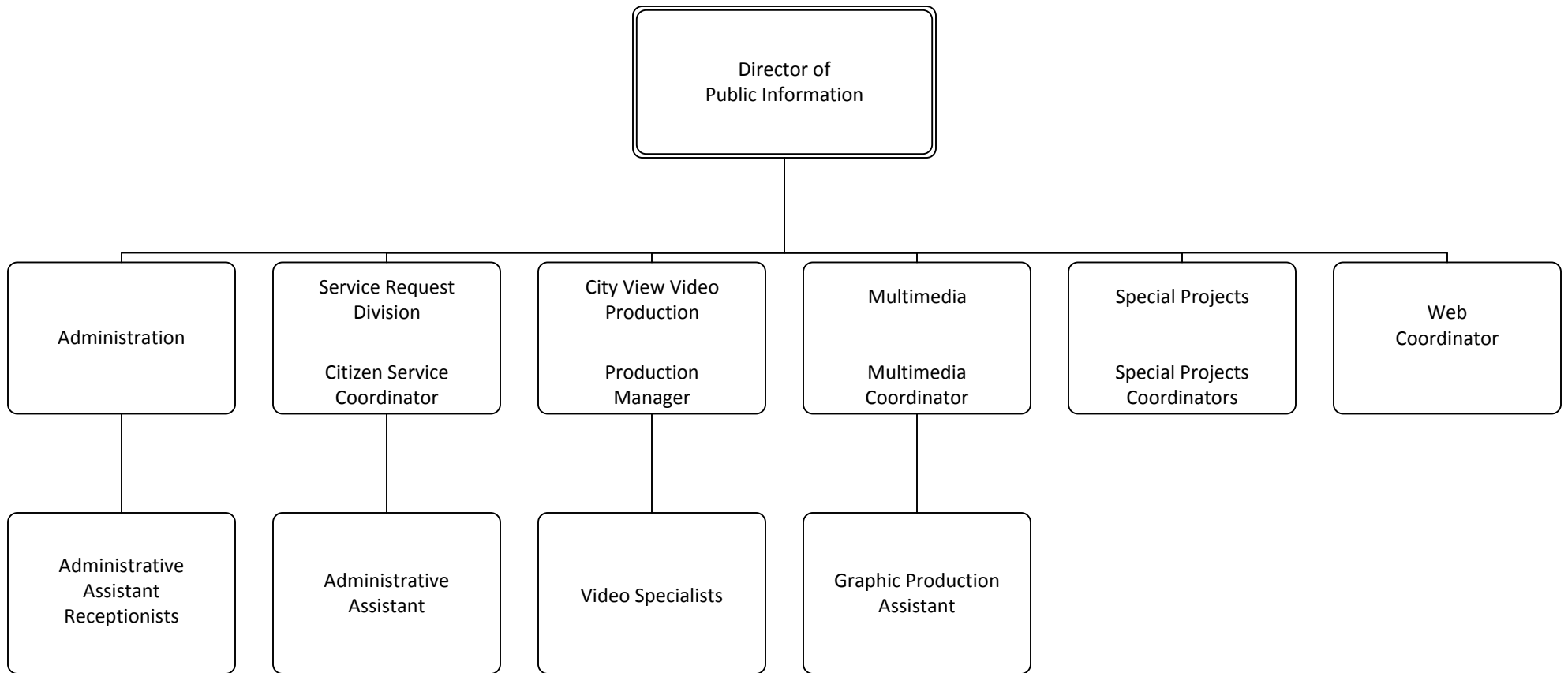
# Police

City of Springfield, Missouri



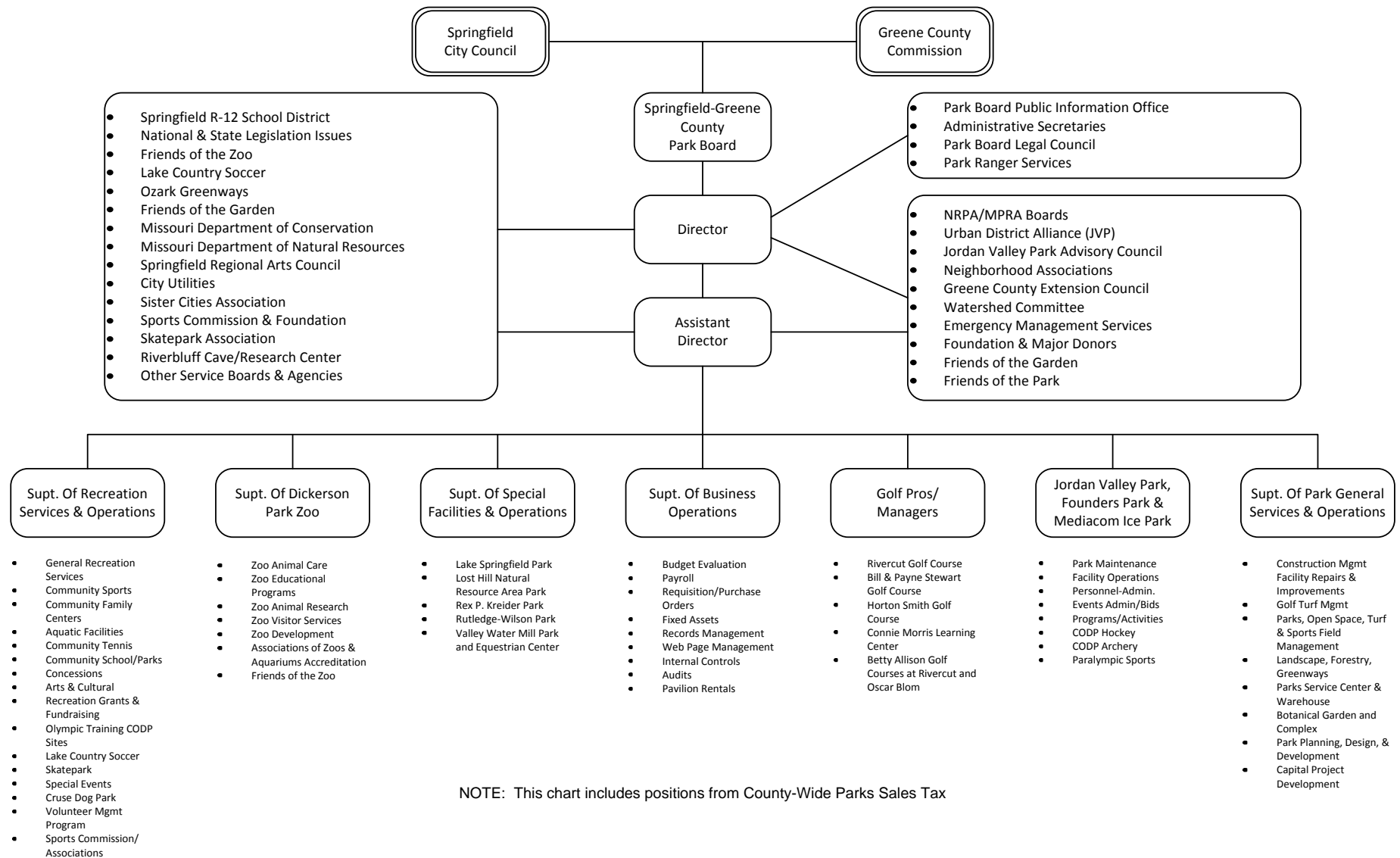
## Public Health Services

City of Springfield, Missouri



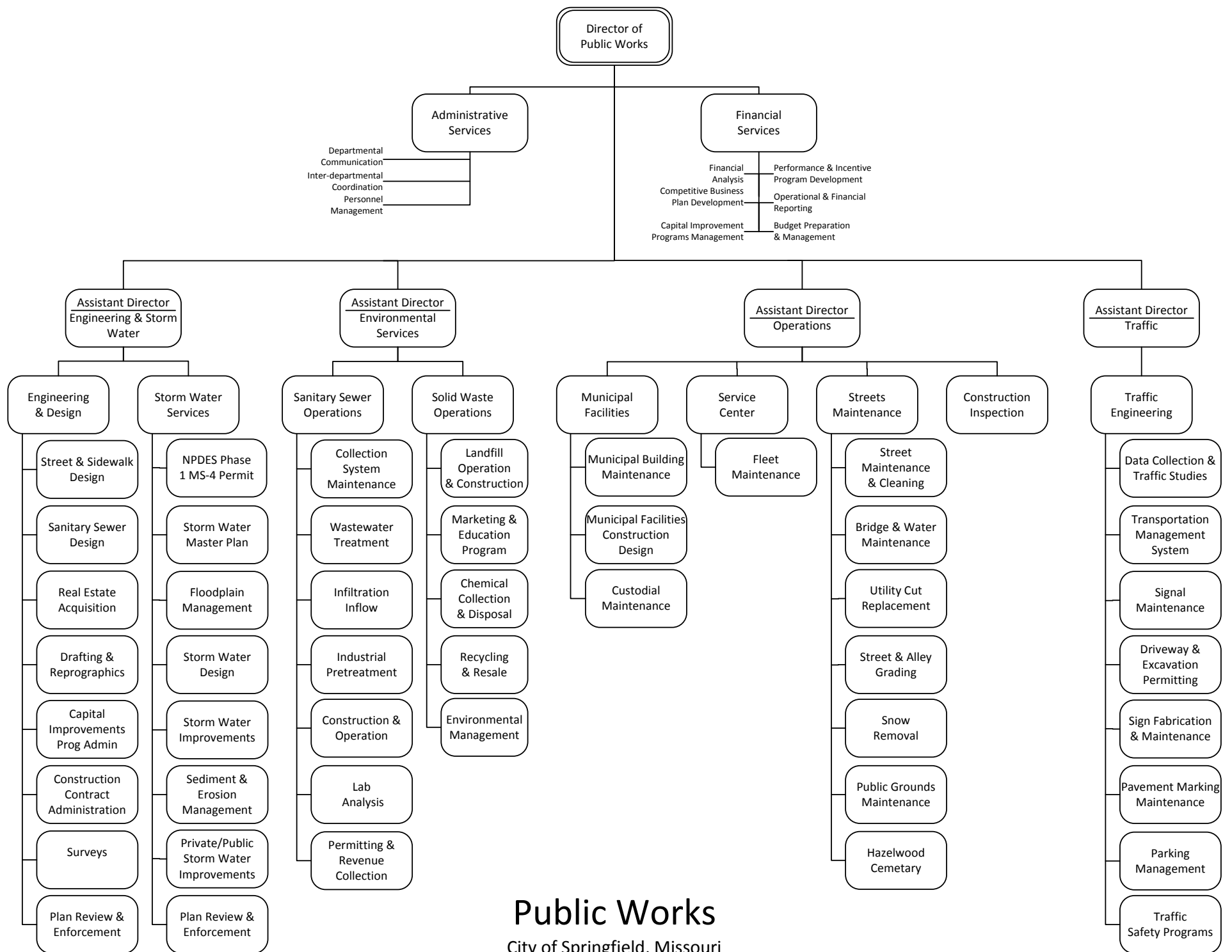
## Department of Public Information

City of Springfield, Missouri



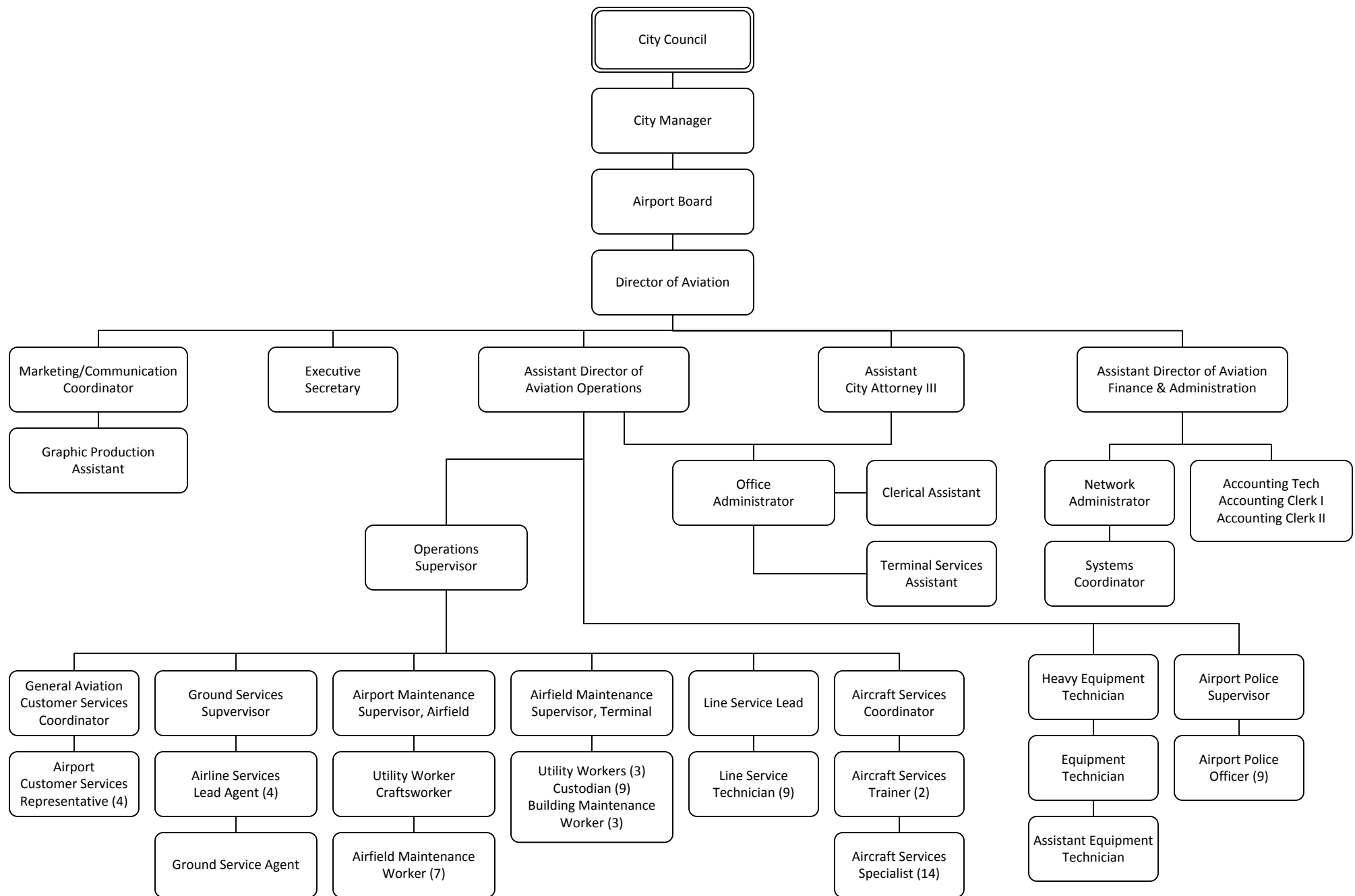
# Public Parks-Springfield Greene County Park Board

City of Springfield, Missouri



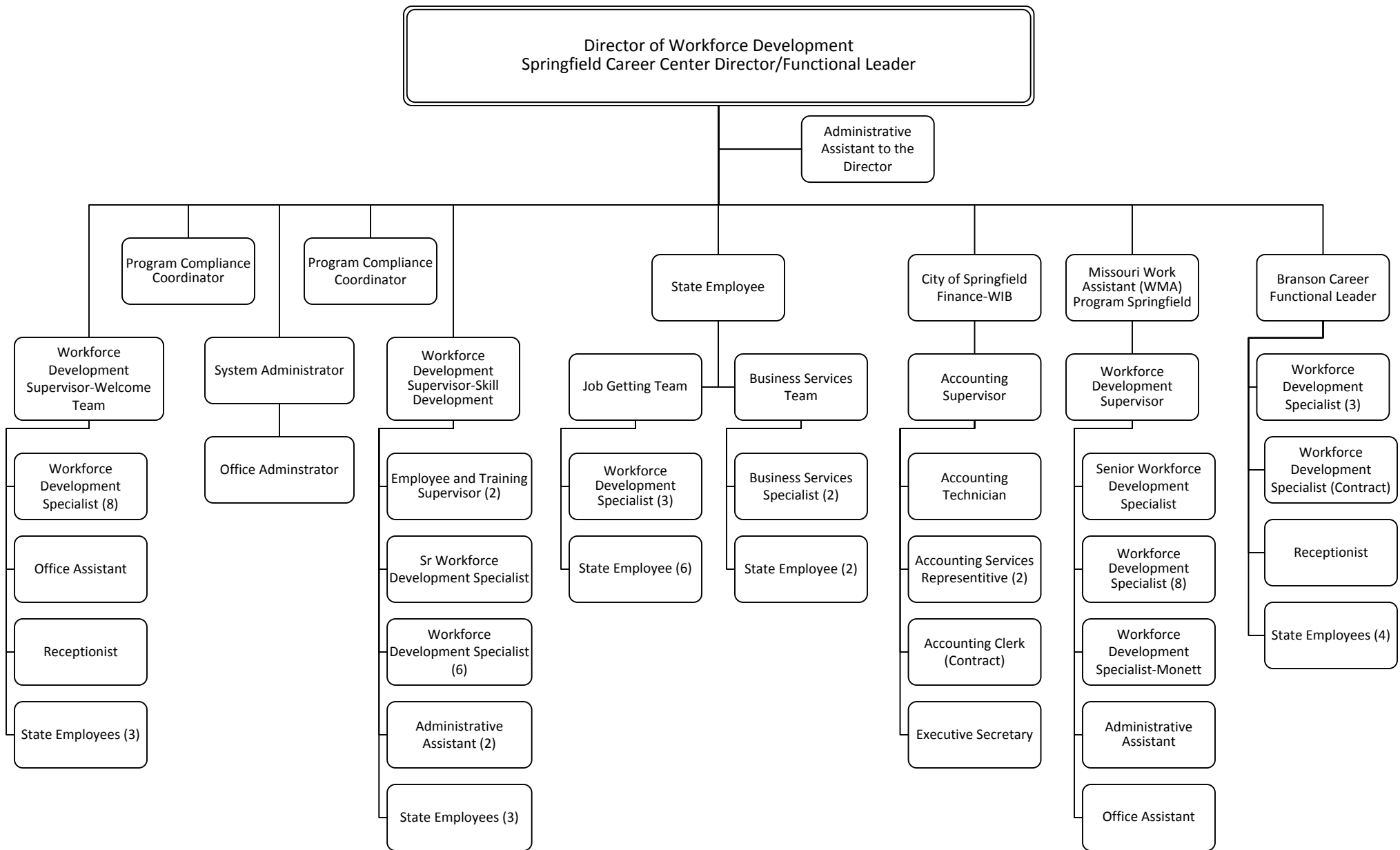
# Public Works

City of Springfield, Missouri



# Springfield-Branson National Airport

City of Springfield, Missouri



# Workforce Development

City of Springfield, Missouri

# Glossary of Terms

---

## A:

**Accrual Accounting** – A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

**Appropriation** – A legal authorization granted by City Council to incur obligations and make expenditures for designated purposes.

**Assessed Valuation** – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

## B:

**Bond** – A written promise to pay a sum of money on a specific date(s) at a specific interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

**Budget Calendar** – The schedule of key dates which the City follows in the preparation of adoption of the annual budget.

**Budget Document** – The compilation of the individual departmental spending plans for the various funds, along with supporting schedules, tables and graphs which, in total, comprises the annual revenue and expenditure plan.

**Budget Message** – The opening section of the budget from the City Manager, which provides the City Council and the public with a general summary of the most important aspects of the budget.

**Budget Priorities** – Requests made by departments during the budget process for items in addition to the department's base budget. Priorities may be projects or programs that the department would like to implement or provide to the community, as well as purchases of equipment or services that the department feels would be beneficial in providing

quality services to the citizens of the community. Additional personnel positions and contract employees are also requested as budget priorities. If a departmental budget priority is approved then funding is added to the department's budget for that fiscal year and upcoming fiscal years, if needed (in the case of ongoing projects or personnel additions).

**Budgetary Control** – The control or management of the organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

## C:

**CFS** – Calls for Service

**CIP** – Capital Improvement Program

**Capital Assets** – Assets with a cost of \$5,000 or greater and an estimated useful life of at least one year. Capital assets include land, buildings, improvements, equipment, and infrastructure assets such as roads, bridges, storm sewers and similar items.

**Capital Project Funds** – Funds set up to account for resources used for the acquisition or construction of major capital assets by a governmental unit, except those projects financed by an enterprise fund or by a special assessment.

**City Council** – The Mayor and eight Council members that collectively act as the legislative and policy making body of the City.

**Community Development Block Grant (CDBG)** – A type of federal grant to improve the infrastructure in low to middle income areas of the community. This includes loans to low and middle income families for housing rehabilitation. The management of this grant falls under the responsibility of the Planning Department.



# Glossary of Terms

---

**Contingency Fund** – A budgetary reserve set aside for emergencies and/or unforeseen expenditures not otherwise budgeted.

## D:

**Debt Service Funds** – Funds set up to account for the accumulation of resources and the payment of interest and principal on all “general obligation debt” other than that serviced by enterprise funds or by special assessments in another fund.

**Department** – An individual section within the City government having a specialized function or activity and a separate spending plan.

## E:

**Encumbrances** – Obligations in the form of requisitions, purchase orders, and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is eliminated, and an actual expense is recorded.

**Enterprise Fund** – Funds set up to account for the acquisition and operation of governmental facilities and services that are intended to be primarily (over 50%) self-supported by user charges.

**Expenditures** – Decreases in net financial resources that include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

## F:

**Fiscal Policy** – A government’s policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and

programming of governmental budgets and their funding.

**Fiscal Year** – A 12-month period to which the annual budget applies. The City of Springfield has specified July 1 to June 30 as its fiscal year.

**Fixed Asset** – Assets of long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full-Time Equivalents (FTEs)** – Employee positions, which are authorized in the adopted budget, to be filled during the year. One FTE is equivalent to a 40-hour per week position.

**Fund** – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

**Fund Balance** – The excess of a fund’s current assets over its current liabilities. A negative fund balance is often referred to as a deficit.

## G:

**General Fund** – A fund set up to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues. All transactions not accounted for in some other fund are accounted for in this fund.

**Grant** – A contribution by a governmental or other organization to support a particular function. Typically, these contributions are made to local governments from state or federal governments.

## I:

**Internal Service Funds** – Funds set up to account for goods and services provided by designated

# Glossary of Terms

---

departments on a (cost reimbursement) fee basis to other governmental units.

## M:

**Mission** – A broad statement of the goals, in terms of meeting public service needs, that a department or organization is formed to meet.

**Modified Accrual Accounting** – A basis of accounting which is a mixture of accrual accounting and cash basis accounting. Expenditures are recognized when the liability is incurred and revenues are recognized when they become available and measureable.

## O:

**Operating Budget** – The financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Manager to the City Council for approval. The “adopted budget” is the plan as modified and finally approved by the City Council. The adopted budget is authorized by ordinance and thus establishes the legal spending limits for the fiscal year.

**Organization Chart** – A flowchart or picture representation of the employee positions within a department and the hierarchy related to those positions.

**Ozark Greenways** – A citizen’s group dedicated to the preservation of greenspace through the creation of linear parks.

## P:

**Performance Measures** – Specific quantitative measures for work performed within an activity or program.

**Projected Revenues** – The amount of estimated revenues to be collected during the fiscal year.

## R:

**Resources** – Total dollars available for appropriation including estimated revenues, transfers, and beginning fund balance.

**Revenues** – All amounts of money received by a government from external sources other than expense refunds, capital contributions, and residual equity transfers.

## S:

**Special Revenue Funds** – Funds set up to account for revenues from specific taxes or other earmarked sources that (by law) are designated to finance particular activities of government.

## T:

**Tax Increment Financing District (TIF)** – A geographical area or district created under Missouri law to encourage development of the area within its boundaries by the reinvestment of half of the incremental tax growth generated by property value increases and new development within the district.

**Tax Levy** – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Transfers In/Out** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**TV23** – The City of Springfield’s Government Cable Channel.

## W:

**Watershed Committee of the Ozarks** – A non-profit corporation whose focus is to preserve and improve the water supplies of Springfield and Greene County through education and effective management of the region’s watersheds.



# *Working With the Community*

